DOCUMENT RESUME

ED 232 003 CE 036 446

AUTHOR	Johnson, Dale H., Ed.
TITLE	Retail Meat Cutting I. Apprentice Meat Cutter Related Training. Revised.
INSTITUTION	Dakota County Area Vocational Technical Inst., Rosemount, MN.
SPONS AGENCY	Minnesota State Dept. of Education, St. Paul. Div. of Vocational and Technical Education.
PUB DATE	[80]
NOTE	345p.; Some pages are marginally legible.
PUB TYPE	Guides - Classroom Use - Materials (For Learner) (051) -- Tests/Evaluation Instruments (160)
EDRS PRICE	MF01/PC14 Plus Postage.
DESCRIPTORS	Apprenticeships; *Distributive Education; Food Stores; *Meat; Merchandising; *Occupational Home Economics; Postsecondary Education; *Retailing; Salesmanship
IDENTIFIERS	*Meat Cutters

ABSTRACT

Intended as a first-year curriculum for apprentice meat cutters, this text focuses on retail meat cutting. Topics covered in the 24 chapters are background and purpose of apprenticeship, job preparation, general layout of the meat department, operational procedures, beef structure and evaluation, retail cuts and cooking methods, beef forequarter: cutting and merchandising for retail, beef hindquarter: cutting and merchandising for retail, lamb: cutting and merchandising for retail, veal: cutting and merchandising for retail, poultry: cutting and merchandising for retail, merchandising homemade sausage, seafood, frozen foods, salesmanship, service case operation, self-service case operation, conversion of out-of-code fresh meat products, pricing meats, and commercial bribery. Each chapter is divided into three general parts: an introduction that sets forth the major topics and main objectives, the informative material, and a chapter summary. Tests for each chapter and answer keys are attached. (YLB)

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RETAIL MEAT CUTTING I

APPRENTICE MEAT CUTTER RELATED TRAINING

Developed by
DAKOTA COUNTY AREA VOCATIONAL TECHNICAL INSTITUTE

Revised and Edited by Dale H. Johnson

for

Division of Vocational Education
Minnesota Department of Education

First Year Curriculum for Apprentice Meat Cutters

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ACKNOWLEDGEMENTS

We wish to thank the Hussman Company for photos of display cases and Oscar Mayer and Company for photos of meat cuts used in this book. Certain information in connection with apprenticeship was taken from the World Book Encyclopedia. Some data used in the subject of Seafood was supplied by the Home Economics Department of Jerry's Foods, Inc., Edina, Minnesota.

MEAT APPRENTICE CURRICULUM GUIDE

by Dale Johnson

INTRODUCTION

Now that you are an apprentice meat cutter working on the job every day, you probably have a pretty good idea of what your employer expects of you. For those of you employed in high volume markets, you were perhaps surprised at the amount of product you have to process and the speed at which you are expected to work. If you are employed in a lower volume market or a service market you have more than likely discovered many differences in the way things are done on the job from the methods that you learned in school. This is a normal pattern and it is true of nearly any occupation that you could mention. It is especially true of the retail meat business. This is because merchandising and cutting methods are as varied as the number of markets that exist. There are no two operations managed exactly alike. This is true even in stores within the same chain or under the same ownership. All meat department managers like to do things in their own way. Another very good reason for differences from one operation to another is neighborhood characteristics. Each nationality or ethnic group has its own unique foods, thereby demanding certain special products or services. For example, a predominantly Spanish area would buy many specialty sausage items. A Jewish neighborhood would probably purchase more items such as beef briskets than a non-Jewish neighborhood. In a Scandinavian community, items such as lutefisk, Swedish potato sausage or pickled herring would probably sell better than they would in some other nationality area.

Some other neighborhood characteristics influencing the market operation are: (1) Level of income; the higher the per capita income, the more expensive steaks and roasts you will sell. Income levels will also influence the grade of beef that the manager chooses to cut. (2) The average age of the people in the area; older people will eat far differently than young people so the manager must cater to the customers' needs. (3) Size of the families will for instance have a great deal of influence on the size of roasts and other packaging units that are sold.

The whole point of this discussion is to bring into focus the main theme that you will find woven throughout the text. If this main theme can be summed up in one word, that word would be A-T-T-I-T-U-D-E. Your attitude!

Many books have been written about the power of a positive attitude. One of the main objectives of this course is to show you how and why a positive attitude is so important to your career. When your attitude is positive, you will have an open mind — open to new ideas in merchandising, people relationships (employer, employee and customer). A positive attitude will open your mind to a long list of career opportunities available to you through meat cutting! A positive attitude will be your first step in preparing yourself ahead of time for that next step forward in an ever expanding career. A positive attitude will put you in the driver's seat of your own future!

The main objectives of this text, then, are as follows:

1. You will cultivate a positive attitude and enthusiasm.
2. You will learn how attitudes affect job performance and safety.
3. You will learn several merchandising ideas for each cut of meat.
4. You will learn certain management skills.
5. You will learn salesmanship skills.
6. You will learn basic cooking methods for meat and seafood.
7. You will become aware of business ethics.
8. You will learn nutritional values of the various cuts of meat and seafood.
9. You will expand your general knowledge of meat and seafood.
10. You will learn two methods of figuring gross profits.

Consider this course as another step in your life long learning experience. Your career is in your hands. You can go as far as your abilities will take you if you are willing to put out the effort necessary to prepare yourself for the next job opportunity.

CHAPTER I

The Background and Purpose of Apprenticeship

This topic, "The Background and Purpose of Apprenticeship", is planned to provide answers to the following questions:

1. What is the meaning of apprenticeship?
2. What is the history of apprenticeship?
3. What was the guild system?
4. How did the industrial revolution affect apprenticeship?
5. What were the causes of the revival of apprenticeship?
6. What is the structure of the U.S. and Minnesota Apprenticeship System?

Meaning of Apprenticeship

According to Webster's Dictionary, the definition of apprenticeship is, "the act or system of learning by practical experience under skilled workers; a trade, art or calling."

The root meaning of the word "apprentice" is, "one who learns." An apprenticeship is the process whereby a worker learns a skill by practicing under the guidance of a trade journeyman. Webster defines a journeyman as an "experienced reliable workman in any trade or field."

The apprentice receives the additional instruction needed to become proficient in the trade by attending classes. Apprenticeship has been in use for centuries. Various other systems have been tried without success. It has no satisfactory substitute. Long ago an apprentice's wages consisted primarily of the instruction received during a seven-year apprenticeship. Today, however, apprenticeships are much shorter and the apprentice receives both instruction and wages.

History of Apprenticeship

A written code regulating apprenticeship existed as early as 2100 B.C. Apprentice training formed the chief means of trade education until the machine age. Originally, this type of training was used in some of the professions as well as in the trades. However, apprenticeship has declined in the professions and other occupations in which general knowledge and scientific principles form a much larger part of the content to be learned than they do in the manipulative skills. In the development of skilled trades people, training on the job is still considered essential and apprenticeship has proven to be the most practical means of regulating such training.

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The Guild System

Very early records of the operation of the apprenticeship system are vague, although we know that this system began to flourish with the growth of the guilds. A guild was a trade association whose membership was made up of masters, journeymen and apprentices who worked in a particular trade. The right to work in a trade depended on membership in the guild and membership often carried with it the privileges of citizenship.

Merchant Guilds

Trade had declined after the fall of the Roman Empire but revived in the A.D. 1000's and 1100's. The revival made merchants important. The merchants organized guilds for greater security against attack as they traveled. By acting together, they could also increase their profits. In groups, guild members could buy greater quantities of goods more cheaply. They allowed no one to sell who was not a member. They set prices and standards of quality for their goods, and agreed on wages for their workers. They helped fellow members in need, or their families when members died. In the towns, they built beautiful guild houses, halls and market places in which to sell their goods. They also built schools, helped the poor and supported the church. By the 1200's, merchant guild members were the richest and most important townspeople.

Craft Guilds

Bakers, brewers, goldsmiths, tailors, weavers and other crafts people also formed guilds. To protect their members, they established rules much like the rules of the merchant guilds. Craft guilds kept their membership low so that those who were already in the guilds could be certain of making profits. They would not allow any one member to get too much business or otherwise hurt other members.

Indenture Agreement

Apprenticeship based upon a written agreement called an indenture was created and controlled by the guilds. The relationship between master and apprentice was much like that between father and son. The master's authority extended to every phase of the apprentice's life.

For the first four years, the master was responsible for providing the apprentice with food, clothing, housing and tools; for teaching the trade; and for instructing the apprentice in ethics, morals and religion. In the fifth year the apprentice received, for the first time, wages and the master no longer provided financial support. In the sixth year, wages were increased so the apprentice could be self supporting along with providing the tools necessary to perform the trade. At the end of the apprenticeship, an examination was given. If the test was passed, the apprentice became a journeyman or day worker, as the name originally meant. When able to pay the fees and to set up an establishment, the journeyman could become a master. Because the whole process was closely supervised by the guild, apprenticeship became a thorough and effective means of training.

Guilds In Later Years

By the 1300's, masters had become very powerful and often did not allow journeymen to become masters. They handed down guild memberships to their sons and kept journeymen as hired workers. In the large crafts, such as the woolen industry, many masters even became wage earners paid by merchants. This was because merchants became so powerful that they took over the production of the goods they sold.

During the 1300's and 1400's, the craft guilds of the large industries became associations of hired workers. Their chief purpose was to obtain fair wages and decent working conditions. Bitter disputes arose between merchants and craft guilds. Strikes were called and often grew into civil wars. At that time craft guilds were not strong enough to win many rights. But they were the ancestors of today's labor unions. Some labor unions are still called guilds, but the guilds as they existed in the Middle Ages are gone.

Decline Of The Guilds

Under the factory system, which changed production methods, the guilds were doomed to decline. The guild system did, however, provide the chief means of trade education until about the middle of the eighteenth century.

Apprenticeship In Colonial America

During the early history of the United States, the supply of skilled workers came largely from Europe. No organized method of learning a trade existed. As the country expanded and society grew more complex, tradespeople became more interested in organizing their occupations and setting up apprenticeship systems. Colonial apprenticeship resembled that of the Middle Ages, although it was not as closely supervised.

Effects Of The Industrial Revolution

The factory system, which brought about swift and profound changes in economic and social life, has been termed the "Industrial Revolution." The things that had been made in small shops employing one to four skilled workers were now being made in factories employing many semi-skilled or unskilled workers. In the period following the changeover from handicraft to factory production, many people were employed as factory apprentices. The term "apprentice" became associated in the public mind with low wages and near slavery. The apprentices were paid little and taught less. When the period of apprenticeship was over, they were set adrift with little chance to compete for jobs with a new crop of young apprentices.

As competition between factories grew, factory operators and local governing bodies found that apprenticeship solved the problem of what to do with the poor and delinquent. Orphans, the children of the poor and prisoners were set to work for practically no pay. These unfortunates were called apprentices. Apprenticeship dropped to its lowest point in history during this period. The first labor unions opposed the apprenticeship system; but as abuses were corrected, the unions became its strong supporters.

As the factory system developed, abuses in the apprenticeship system became prevalent. The protection for the apprentice previously provided by the guilds was gone and the system developed into a form of industrial slavery for the young. Frequently, an apprentice was required to perform tasks that had no bearing whatsoever on the training and the period of apprenticeship was often much longer than necessary.

By 1860 the industrial revolution had blotted out completely the old type of apprenticeship. America entered the period of industrial expansion of the seventies and eighties with no established program of effective industrial education. Apprenticeship declined for many reasons. With the development of machinery, fewer skilled workers were needed. Many employers considered training apprentices unprofitable because the trained apprentice often found work with another employer who hadn't bothered to train any apprentices. Often, workers themselves did not approve of the apprenticeship system and tried to prevent an apprentice from learning all about the trade. Apprentices were frequently poorly paid while they were learning a trade, whereas jobs requiring unskilled labor paid much better. Many young people were hesitant to enter manual trades because such work meant soiled hands and rough clothing.

With the decline of the old type of apprenticeship, many substitutes were tried. For various reasons, all failed. Occupational training schools, mostly private institutions, did not fill the need. Sometimes they failed because of the opposition of organized labor groups whose members felt that such training schools would overcrowd the trade. In other cases they failed because the number of persons taking the training was insufficient to meet the demands for skilled workers.

All of these training schools were subject to a serious handicap. Because training was limited to the classroom, the schools could not prepare workers adequately. On-the-job conditions such as wages, production speed, commercial standards of workmanship and the possibility of discharge created mental attitudes toward learning that could not be reproduced in the school environment.

Modern Apprenticeship

By the early part of the twentieth century, it was evident that an effectively organized system of training was needed in the skilled trades. Because efforts by some of the more active trade groups in the country did not provide a broad enough solution to the problem, federal action seemed advisable.

Fitzgerald Act

As a result, the Federal Committee on Apprenticeship and the Apprentice Training Service were established in 1934. The Fitzgerald Act passed in 1937, made the Apprentice-Training Service, now known as the Bureau of Apprenticeship and Training, a permanent agency of the Department of Labor. Since that time, the combined efforts of government, labor unions and industry have greatly increased the number of apprentices in training. Vastly improved working conditions and wages have been established and the prestige and importance of apprenticeship have been restored.

Shelley-Maloney Act

Although the establishment of national agencies contributed greatly to the rebirth of apprenticeship, the details of apprentice training programs have been determined on local and state levels. Organized apprentice training in Minnesota originated with the passage of the Shelley-Maloney Apprentice Labor Standards Act in 1939.

Under the Act, an apprentice council, now known as the California Apprenticeship Council, was established. The Governor appoints to the council six representatives each from industry and labor and two representatives from the general public. The Council also includes the State Director of Industrial Relations, the Chief of the Bureau of Industrial Education, State Department of Education and a representative of the Community Colleges. The Minnesota Apprenticeship Council promotes and develops apprenticeship throughout the state. Among its duties is the establishment of standards for minimum wages, maximum hours and working conditions to be included in apprenticeship agreements.

An apprentice, as defined by the Shelley-Maloney Act, is a person at least sixteen years old who has entered into a written apprenticeship agreement with an employer or his agent. This agreement must provide for not less than 2,000 hours of reasonably continuous employment and for participation in an approved program of training in related and supplemental subjects of not less than 144 hours per year.

The Shelley-Maloney Act named the Director of Industrial Relations as the Administrator of Apprenticeships and established the Division of Apprenticeship Standards to carry out the duties in this capacity. The Division does the detail work necessary for seeing that all apprenticeship agreements conform to the standards set by the law and by the policies of the Council.

Apprenticeship agreements are handled by committees representing the local employee and employer organizations. In each of the trades, representatives of the local unions and employer's organizations cooperate to form local joint apprenticeship committees (JAC). These joint apprenticeship committees exercise authority granted to them by the apprentice when the indenture is signed and by the organization they represent, as established in written agreements between employee and employer groups usually called "apprenticeship standards". These standards commonly involve:

1. The selection, rating, registration, promotion and discipline of apprentices.
2. The enforcement of individual apprenticeship agreements.
3. The determination of wage ratios for apprentices.
4. The supervision of job training.

In addition to responsibilities to the employee and employer organizations, joint apprenticeship committees may also be asked by local boards of education to advise school personnel concerning details of class organizations and qualifications and selection of teachers of apprentices. They also work to encourage the interest and support of the public for the apprentice training program.

Our whole program will be laid out on the retail meat level.

Now, can you define the term "apprentice meat cutter"? An apprentice meat cutter is a person learning all the details and developing manual skill for performing, after a stated training period, the duties of a journeyman meat cutter. In the course of their duties, they shall be under the supervision of a journeyman or head meat cutter.

A journeyman is a skilled meat cutter who has either served the apprenticeship in accordance with the period of time set, which is two years, or who has qualified as a skilled meat cutter. Journeyman meat cutters' duties consist of receiving, handling, cutting, selling, processing, wrapping and displaying of meat, poultry, sausage or fish, fresh, frozen, chilled or smoked. The journeyman also assists with meat department inventories and be capable of filling in or taking the place of the head meat cutter (or department manager) when the need arises.

Can you answer this question: "Do you as an apprentice feel that you will be capable of performing the duties of a journeyman, after the two year program is completed?"

Task Analysis

A "task analysis" is a very useful tool that is designed to help the apprentice measure the progress (or lack of it) that is being made in the training program followed. It will show if the apprentice training is on schedule. Simply stated, a task analysis is a diagram of the job. Basic groups or categories of job related tasks are put down on paper. Examples of Major Occupational Divisions might be:

Breaking Carcass, Power Saw Cutting, Hand Cutting-Trimming-Traying, Wrapping, Special Cuts, Grinding, Service Counter, Operating Self-Service Cases, Cleaning and Maintenance, Procedures. Under each major occupational division, every single job or task is listed. For instance, under the division called "Procedures" you might list: telephone, receiving, how to take freezer orders, company procedures for taking orders, how to handle complaints, credits, inventory count, filling out time cards, how to write a cutting list, work schedules, cutting tests, etc.

Once this list of tasks is put down on paper, the apprentice will be able to see very graphically in which areas of the job more training is needed. You will be able to measure for yourself the progress that you are making in your apprenticeship training. If there are areas in which you are not receiving training, perhaps a talk with your department manager will help to gain experience in these areas. Remember that sometimes, in the course of day to day operations, the apprentice training program could be overlooked. It does happen. For this reason, with the help of a task analysis, the apprentice will be able to know in which areas more experience is needed and can try to see to it that all areas of the job are covered.

It is an unfortunate but very true fact of apprentice life that apprentice training is not the primary goal of meat department operations. This is one reason that your positive attitude is so important. Your attitude will go a long way in assisting you in your training program. You should display a willingness to do all tasks assigned to you whether they are agreeable or not. There are times when you may feel that you are being taken advantage of when it comes to assigning the "dirty jobs". There are a few people in the industry that perhaps will try to take advantage of you in this capacity. Remember that these people are in the minority. Most managers and journeymen are willing to assist in your training if you show a positive attitude. Some of the attributes of a positive attitude are: (as mentioned) a willingness to do all jobs asked of you, a willingness to listen and take advice or directions, good personal habits in terms of dress and personal hygiene and being able to get to work on time and with an absolute minimum of absenteeism. Generally speaking, most meat department crews are small - three or four cutters many times. For proper work scheduling it is imperative that the employees be dependable.

What Progress Should Be Expected Of A Six Month Apprentice?

After the apprentice has been on the job for six months, the ability to identify all retail cuts of beef, pork, lamb and veal should be proficient. The apprentice should be capable of grinding three basic grades of beef, also pork, lamb and veal. Skinning, trimming and slicing beef liver should be within the capabilities of the six month apprentice. During this time, the making of beef cube steaks and pork cutlets should be learned. Carcass beef should be broken down into primal cuts by this time and the apprentice should also be proficient in trimming and boning, knowing what cuts to save

Make a list.

for stew meat, what cuts to save for cube steak material, so as not to have these higher priced cuts used for ground beef at a lower price. Believe it or not, attitude has much to do with boning and trimming for profit. When under the pressure of the clock, it is easier to take the quick way out and not sort the trimmings for cube steak material, stew meat, and so on. It is also not profitable. Your attitude is the difference between doing a professional job and just getting by. A professional job means the difference between a profitable meat department and one losing money.

During the first three months the apprentice should be introduced to poultry; the bagging of fryers and cutting of parts, quartered, cut up, three-legged, three breasted and family packs.

Receiving of meat products should be introduced into the program in the first six months. All store and meat department procedures pertinent to the apprentice training program should be introduced at this time also.

It should be remembered that all procedures, cutting methods, displaying and merchandising techniques can and do vary from store to store and manager to manager. The methods that are learned in one store may be all wrong at the next store. That is why a professional meat cutter must have a mind open to change at all times. Stay flexible. Your learning experience is just beginning! You will learn something from every person and every organization with which you become associated. It is amazing just how many different variations there can be in the same task.

Sanitation is absolutely essential to the meat business and is an integral part of every day's activities. This means everyone working in the meat department, from the manager to the apprentice. Sanitation is everyone's job all of the time.

Some time during the fifth or sixth month of the apprenticeship program, the apprentice should be given the chance to work on the band saw, when the time allows. The apprentice should also, by this time, be receiving experience on the meat bench where the trim of each cut will be learned along with the way various cuts are placed upon the trays for wrapping.

Basic Apprentice Training Schedule

When the apprentice begins the training program, the jobs involving the least skill should be introduced first. These would include all areas of sanitation and assembly and disassembly of equipment. Another initial area of responsibility would be wrapping and pricing. It should be mentioned right here that any training program must, by nature, be flexible enough to fit into the daily work schedule without slowing down the production of the department. Always remember that you are now on the job, not in school. There is a big difference in the emphasis placed upon training. In school, the student is the primary "product". In industry, the apprentice must show production, speed, ever increasing skill toward helping the department achieve its primary goal of selling meat at a profit with complete customer satisfaction.

As the apprentice gradually polishes his skills and learns new ones, the training program should steadily place new challenges and jobs in front of the apprentice. The next general area of jobs that should be given the apprentice would be grinding, cutting liver, trimming or boning, cube steaks, and cutting poultry. From this point, the apprentice could go to the cutting table or bench to learn how each retail cut is trimmed and trayed. After this is learned, the apprentice could start working on the power saw, gradually working up to cutting the more expensive cuts. This training schedule should be considered as a suggestion only. Each shop or department will have their own ideas on how best to work an apprentice training program into their own particular schedule. Another sound suggestion is this; when an apprentice moves up to new areas of learning, do not ignore the jobs already learned. Keep those jobs on the apprentice's job list so those skills are not forgotten.

Summary

Pretty strong.

In summary, then, we can say that apprenticeship has been with us in one form or another for a long, long time. Over literally centuries, apprenticeship has proven to be the best system of learning the trades. We learned that the guild system - both for merchants and the crafts - was a system of joining together for economic strength; the members of the guilds helping each other. We saw how the craft guilds were the forerunners of trade unions as we know them today. It would be safe to say that through human experience, trial and error, various organizations and systems evolved until we have the system of today. This evolution is a never ending process that will continue to mold and change our system as our needs change. We live, today, in the period of the most rapid changes in the history of man! That is why we must keep our minds open to change. Through our attitudes toward our jobs we will be able to change and evolve as the system does.

Provide me.

If the apprentice will design a "task analysis" for the job, a close watch can be kept on the progress attained as the apprenticeship continues. The apprentice, if seriously interested in learning as much as possible, must monitor this learning progress personally because many times, in the course of day to day operations, the training program can and does get overlooked. Unintentional as this may be, it does happen and the serious apprentice will do well to remember this and act accordingly to see that experience is received in all phases of the job.

CHAPTER II

Job Preparation

Introduction

This chapter, on job preparation, is divided into two basic sections. They are: Equipment Preparation and Personal Preparation. The subjects of safety and attitudes will become a part of both discussions.

Equipment preparation will review knife sharpening and the cleaning and maintenance of equipment used in the meat department. Learning objectives are: (1) to become proficient at sharpening your knives; (2) to learn the maintenance and cleaning of the meat department equipment.

The section covering personal preparation will look at the subject of personal hygiene, attitudes toward the various aspects of the job and safety attitudes and precautions. The primary learning objectives of this section are: (1) how attitudes affect the job and job performance; and (2) to learn basic safety precautions and safety attitudes.

Equipment Preparation

Knife Sharpening

In any occupation, whether it be construction, cooking, flying or meat cutting, knowing the correct name and the proper maintenance and use of the tools of the trade is an absolute necessity.

Each tool has a name for identification, a technique for its proper use, a need for proper care and a proper place for storage when not in use. Knowing the tools of meat cutting and being able to identify each is a first step in learning the trade.

We all know that boning knives are used to remove bones from various cuts of meat. Whether it has a rigid or flexible blade or whether the handle is made of wood or synthetic materials is irrelevant if the blade is dull.

Sharp knives are essential for efficiency and safety. One of the basic rules for maintaining knives with sharp cutting edges is to use them only for the types of cutting for which they were intended. Meat knives are not intended to cut paper, cartons, wood or other objects. When misused, the edges become dull, nicked and broken. A boning knife, for example, has a narrow bevel and a thin edge. It is designed to remove meat from bones; when another type of knife, such as a steak knife, is used for this purpose, its cutting edge quickly looses its keenness (hone).

A knife edge should never be sharpened on any type of power-driven sharpening or grinding stone or emery belt. Power grinding produces too much friction and heat that removes the temper from the steel. The proper method of sharpening a knife is by using an oil stone, preferably one that has both a course and fine surface. A very dull knife should be first drawn across the coarse surface to correct the bevel of the blade, then finished on the fine surface to actually hone the blades cutting edge.

To help both the sharpening process and the oil stones, a light grade of edible oil (tasteless) should be applied liberally to the stone while the blade is whetted. Mineral oil is one acceptable type of oil that may be used. After the knife has been sharpened, the stone should be wiped clean of all oil residue. The oiling reduces friction and heat build up and also protects the stone by preventing imbedded metal particles from glazing the cutting surface.

The entire length of the oilstone should be used when the blade is being sharpened to prevent hollowing at one area of the stone. The full knife blade should be drawn from heel to tip across the length of the stone at each movement. After being stroked one way, the blade should be turned to the opposite side and pulled across the stone in the same manner. This procedure takes the same amount of metal from each side and produces a sharper edge. When the stone is used properly, the blade will wear evenly and will produce excellent results for an extremely long time. After the blade has been sharpened on the oil stone, the blade should be wiped off with a clean cloth and all surfaces of both the blade and the handle should be cleaned to remove oil residue and metal particles.

Diagram

Perhaps a definition would be helpful at this point. Many times a word or phrase is used in the discussion of a particular subject and the exact meaning of the term is not explained fully because it might be taken for granted that the apprentice understands the full meaning when that isn't entirely true. Too often the apprentice (or anyone else for that matter) is hesitant to ask a question for fear of appearing ignorant or foolish. If you try to develop the attitude of learning all you can about your job, this fear can be overcome. Remember, every tiny bit of knowledge will strengthen you and contribute to your confidence. Most meat cutters realize that everyone has to learn and will not ridicule you for asking questions. On the contrary, if the meat cutter that is working with you has the proper attitude, asking intelligent questions will increase respect for you.

Now for that definition to clarify the word, "temper" as used in this statement, "power grinding produces too much friction and heat that removes the temper from the steel". Temper refers to the carbon content of steel that affects its hardening qualities. Tempering steel means to harden by reheating and cooling in oil. The harder the steel, the better the knife will hold a keen edge. Power grinding the blade produces the heat and friction which will reduce the hardening qualities of the blade.

A knife blade should never be held flat against the surface of the stone. It should be held on the tilt of the bevel. The cutting edge should be drawn against the grain of the stone and never with the grain. Pulling with the grain will produce a wire edge that is brittle and is easily nicked.

After the oil stone work is completed, the blade should be steeled on the butchers steel. Steeling removes any trace of a wire edge and gives the knife a truly razor-sharp edge.

The butchers steel is easily recognized by its long, slender, tapered shape and ringed handle. Steels range in length from 10 to 15 inches. The steel is used to tone the edge of the knife by removing the tiny burrs and nicks. The steel is not a sharpener and is not designed for honing a sharp edge on a worn, dull blade. However, it should be used to remove the dulling effects of striking bones!

How To Steel Your Knife

The act of steeling a knife is performed by holding the steel at an approximate 45° upward angle and safely away from the body. The knife is drawn from heel to tip down the shaft of the steel; first on one side and then the other to ensure that both sides of the bevel are properly honed.

Step I

Position for first stroke: (for right handed cutters. Left handers use the opposite hand mentioned). Hold steel in left hand, thumb on top of the handle. Place the heel of the blade against the far side of the steel at the same angle of the bevel.

Step II

Draw knife toward the left hand, passing the entire edge of the blade over the steel.

Step III

Position for second stroke: note that the blade of the knife is on the near side of the steel at the same angle as in Step I. Proceed as in Step II. Repeat the whole process 5 to 10 times, remembering to alternate the sides of the steel until the edge of the blade is true.

A good test for sharpness is to draw the cutting edge of the blade very lightly across the surface of the thumb nail. A slight pull indicates a sharp edge. A raspy feel or rough uneven pull indicates more work is needed on the blade. After the knife has been sharpened, it should be washed thoroughly in warm, soapy water, rinsed and dried with a soft clean cloth. Soaking the knife in hot water will tend to loosen the handle. A sharp knife will cut meat easily; however, if it is not handled properly and treated with respect, severe cuts can result. A sharp knife is your "bread and butter" and will make your job much easier.

Care of the Oilstone

1. The oilstone should be kept clean and moist. A dry stone that is exposed to air will become hard, losing its cutting surface.

2. After use, the stone's surface should be wiped clean with a soft cloth.

3. After the stone has been cleaned, a few drops of fresh, light grade oil should be applied to the stone. The stone should then be stored in a covered container.

4. The entire surface of the stone should always be used in order to have a keener edge and to prevent hollowing of the stone.

5. Oil should always be used when sharpening to prevent friction and glazing of the stone's surface by forcing metal particles into the pores.

6. Heavy oils and greases should never be used on the stone because they tend to produce a gummy residue and show the stone's cutting action. A light, edible oil that is tasteless and odorless such as mineral oil is suggested.

If the stone becomes gummed or glazed, it may be cleaned with gasoline or ammonia. Abrasive paper or abrasive cloth may also be used.

Some oilstones are presaturated with oil at the factory and require only slight application from time to time. Natural oilstones, such as Arkansas and Washita, are not oil filled and need an overnight soaking in oil to be at their cutting best.

Equipment Cleaning

Whether it be a power saw, patty machine, meat tenderizer or grinder, power tools and mechanical equipment, are only as good as the care and skill used in their maintenance and operation. Since fresh meats deteriorate rapidly at room temperature, cleaning and sanitation of all equipment is constantly required. Many commercial solutions are available for cleaning. Sanitizing solutions are used to retard the growth and spread of bacteria. Cleanliness and safety must be constantly emphasized to the meat cutting trainee. Housekeeping duties are a normal part of every meat cutter's duties and should be expected as a major portion of the apprentice's job training. Safety and skill in the use of equipment comes with practice, observation and a constant awareness of the need for safety precautions. As a good meat cutter, take pride in the care and maintenance of the equipment that you are responsible for.

Shop Safety

Each year, accidents and injuries suffered by persons in the meat cutting trade cost millions of dollars. Nearly all of these injuries could have been prevented by following recognized safety practices. Safety is not so much a matter of learning a few rules and hoping that experience will take care of what the learner has forgotten as it is a mental condition or attitude. Persons become safety conscious or safety minded because they recognize the need for safe practices.

The need for safety practices in meat cutting arises because of the tools used and the constant exposure to the tools' cutting edges. A boning knife, for example, is of little value unless honed to full keenness. Each time it is handled, the knife has potential danger because the blade is sharp and unprotected. Power tools have built-in safety guards, but when in use danger is inherent, and one careless second can produce a serious injury. The problem of safety arises when the trainee is very careful because the dangers are recognized. Later, experience and familiarity with the tools cause him to relax and carelessness in the use of the equipment is a natural result.

Safety-minded persons are those who from long experience have developed a personal awareness of the potential dangers and constantly avoid accidents through alertness. The safe person is one who respects the danger potential and then works with it.

How do accidents happen? One word can summarize the cause - "carelessness". Careless actions are the result of hurrying, of not paying attention to the work and of developing mechanical actions without looking. Only rarely do accidents occur from ignorance or conditions beyond the control of the meat cutter. Safety is an attitude or state of mind. A meat cutter must develop the attitude of thinking safety. Along with the safety attitude, the meat cutter must develop a healthy respect for the equipment used.

If the apprentice will apply a conscious effort to develop the safety state of mind, gradually safe work habits will evolve and they will become part of the daily routine of the meat cutter. Remember, you can train yourself to be safety conscious or you can go the opposite way and become accident-prone. It really depends upon your attitude.

As an example, a very common work situation is to lay a knife down on the cutting table while traying meat. The safety-conscious individual will be aware of the presence of the knife and will not leave it lay where it will get covered up by meat or bones or whatever. The accident-prone individual doesn't think about the potential danger. The knife gets covered or hidden from view. The meat cutter picks up a piece of meat concealing the knife and picks up the knife blade by mistake.

Electrical equipment is always a potential source of danger because of electrical current. Any mechanical device that is power operated can mash, chew, chop, cut or mutilate the fingers and hands so quickly that the operator does not have time to cut off the power switch. Electrical short circuits in power equipment can also cause serious injury. In addition to learning how to use power equipment, the trainee must also learn what the potential dangers are in using this equipment and how to avoid injury when using it. In this manner the trainee is becoming doubly skilled; as an efficient user to save time and energy and as an efficient worker because injuries reduce job performance.

When a meat cutter receives cuts on the fingers and hands, the manipulative skills required for the job are greatly reduced. Bandaged fingers and hands are not as nimble; thus, the worker is slower and accuracy and neatness in the work is diminished. Often one injury tends to lead to another because manipulative ability is impaired. Sometimes a worker will lost mental alertness as soon as the injury is healed.

Safety, then, is not habit alone or following a set of rules for a time. Safety is an attitude or state of mind. The safety minded person learns what safe practices are, follows them conscientiously to prevent injury, observes any conditions that may produce injury or accident and takes steps to correct them. Safety is a well-developed sense of right and wrong as it applies to the handling of potentially dangerous equipment.

Rules of Safety

The following rules of safety are designed to be pointers or reminders of the most common danger areas in meat cutting operations.

1. Be attentive to the work - distractions cause accidents.

2. Avoid horseplay at all times in the meat cutting area. Too many potentially dangerous hazards are present that can cause serious injury or death.

3. If uniforms are required, they should fit snugly with no loose or ragged ends that can get caught in machinery.

4. Floors and work areas must be kept clean and free of foreign materials and obstructions that may cause tripping or slipping.

5. All tools and equipment must be kept clean and free of grease. Oily films or residues, particularly on knife handles, cause an insecure grip which can produce cuts on the fingers, hands and feet.

6. If a knife slips from the grasp never reach to catch it. Move the feet and allow the knife to fall to the floor.

7. Never lay a piece of meat on top of a knife. Cuts result when the meat is removed. The cutting surface should be clean and free of any object when preparing to cut meat.

8. When carrying meats or cartens, use both hands. Never attempt to carry any other object with a knife in your hand.

9. Treat any cut or scratch immediately. A first-aid kit should be easily accessible to all employees in the meat department. Wash the cut by holding it under a stream of cold water to staunch the flow of blood, blot it dry with a gauze pad, use an antiseptic solution or cream, and bandage. Never leave cuts open to pick up infection or spread infection to the meat products.

   It should be stated here that because of insurance considerations and possible legal implications, all injuries should be reported to the management as soon as they occur.

10. All power equipment should be switched off and unplugged before cleaning.

11. Use the plastic or metal tamper when grinding meats. Never use the fingers to force meat pieces into the grinder throat.

12. When cutting, slicing or boning meats with a hand knife, keep the free hand as far from the work area as possible. Use it to hold or steady the meat only.

13. Always look first before reaching for a knife, cleaver or sharp-pointed tool. Never hand a knife, blade first, to another person. Extend the handle toward the other person.

14. Never lift heavy objects with the back muscles. Always bend the knees fully and lift with the legs.

Sanitation and Hygiene

Every trainee in the meat cutting trade should be aware of the reasons for high standards of sanitation and hygiene. Fresh meats deteriorate rapidly when they are not properly refrigerated. In the deterioration, bacteria grow rapidly, producing spoilage of the meat tissues and giving off toxins that are commonly referred to as food poisoning. Bacteria are found everywhere; in the air, on any surface, on a person, on clothing and particularly in a person's body. When a meat cutter coughs or sneezes, countless numbers of bacteria are discharged into the air. Fresh meats are excellent breeding grounds for bacteria without refrigeration, especially at room temperature.

The meat cutter must be clean at all times to reduce the risk of spreading harmful diseases and bacteria. Cleanliness comes from daily bathing, from wearing clean clothing and uniforms daily and from frequent washing of hands throughout the working day. The hands, wrists and lower arms must be washed with hot water and soap after each trip to the restroom, since this is the most frequent method of passing communicable diseases from one person to another.

All working tools and surfaces must be kept clean since bacteria will grow rapidly on dirty, oily accumulations. All meats must be properly refrigerated, stored and packaged to prevent the spread and growth of bacteria. A meat department and its equipment must not only be clean, it must look clean and persons working in the meat department must look clean.

Minimizing Bacteria Growth

Bacteria growth can be held to a minimum if a few precautionary measures are followed vigorously. Bacteria require three elements in order to live and grow. They are warmth, food and moisture. When these three factors are removed or controlled, bacteria growth will be held to a minimum. Bacteria grow best at temperatures from 40° to 140°F. If temperatures are maintained below 40°F., bacteria growth is retarded. Freezing does not kill bacteria; they only reach a dormant state of complete inactivity. Most bacteria are killed only when temperatures reach 180°F. or higher.

Fresh meats store best at temperatures just above freezing - 33° or 34°F. Fresh meat products should be refrigerated immediately upon receiving and should be kept refrigerated until needed. When a piece of meat is being prepared by boning, slicing or cutting, it should be placed back in refrigeration as soon as the work is completed. Several pieces or cuts should never be left lying about at room temperature until the time is convenient to put them back in the cooler. The convenient time is immediately upon completion of the work.

All knives and hand tools need frequent cleaning, preferably by washing in hot, soapy water to remove traces of food residue where bacteria grow. All mechanical and power equipment need frequent cleaning and sanitizing solutions to reduce bacterial growth.

Dirty uniforms and clothing are also breeding places for bacteria. Clothing should be changed during the day if necessary and a clean uniform is needed daily. Bacteria also grow on the hair surfaces; a cap or some type of head covering is required to prevent loose hair from falling onto working surfaces and meats.

Fingernails, knuckles and human skin are excellent breeding places for bacteria and need particular attention all during the working day. Fingernails particularly need to be kept cleaned and trimmed. A small hand brush is ideal for cleaning around the nails and the crevices in the knuckles where imbedded dirt particles accumulate. All cuts and scratches should be treated and bandaged since they can harbor and spread bacteria.

A few simple rules of sanitation and personal hygiene will assure that the meat cutter is acting responsibly in a trade that merits public trust and confidence.

1. Refrigerate meat and cool it down to its lowest point as rapidly as possible.

2. Handle meat as little as possible; frequent handling and moving promotes spoilage.

3. Maintain all working tools, equipment and surfaces as if you were in a hospital.

4. Prevent accumulations of scrap meats, wastes, trash and cartons. These are the places where bacteria grow rapidly.

5. Temperature danger zones for fresh meats are from 40°F. to 140°F.

6. Always wash hands, wrists and lower arms after working with fresh meats. Wash frequently during the day; always after each trip to the restroom. Wash immediately after sneezing or coughing into a handkerchief.

7. When ill, stay away from work. Bad colds should never be brought into the meat cutting area.

8. Bathe daily and wear a fresh, clean uniform daily. Change clothing during the day if necessary.

9. Wear a cap or protective head covering while working in the meat cutting area.

10. If a cough or sneeze is oncoming, use a handkerchief or paper tissue; then wash hands immediately before touching food.

11. Smoking should be prohibited in the meat cutting area.

12. Keep fingers and hands out of the mouth.

13. Keep all dirty uniforms in a special recepticle for that purpose.

14. Have frequent medical check-ups. It is much easier and less expensive to stay healthy than to recover from diseases.

15. To the customer, cleanliness is vital to buying appeal. Personnel must not only be clean - they must look clean.

Preparation For The Day's Job

Mental Attitudes: The meat cutter with a healthy, positive attitude towards the job is a great asset to the trade, the business, family and self. Ask yourself if you are really mentally set for the day's work when you come into the shop in the morning. The meat cutter with self-pride in the quality of the job performed will do a better job and will feel better about the job in general. The old adage that says, "you get out of a job just what you put into it", is very true. Promotions and advancements go to the person that shows a positive attitude, good production and prepares for the next job. For those meat cutters that arrive on the job carrying a negative attitude, if you cannot change your attitude, perhaps a career change might be what you need. Give your employer a good day's work for a day's pay.

Physical Attitudes: Along with being mentally alert and having a positive attitude, your physical attitude is just as important. This means coming to work rested and alert - prepared for the physical rigors of a day's work. Over-indulgence of any kind will take its toll in terms of job performance and also in terms of accidents and injuries.

CHAPTER III

General Layout of the Meat Department

Introduction

A general discussion is in order here on the layout of the meat department. It is possible that at some point during your career, you could become involved in the building or remodeling of a meat department. Some background knowledge along with reasons why certain things are done (or not done) will be very helpful to you. As time goes on, new methods, new equipment and new building materials come on line and must be considered in the light of the current circumstances. Therefore, we will deal in general terms with the emphasis on efficiency and streamlining of the operation.

Learning objectives are: (1) to find the basic strategies to get the most efficiency from the physical plant and the labor force; (2) to find out why certain methods work better than others.

General Layout

The physical premises for the cutting area, the equipment and some of the rules that should be followed with respect to the meat operation can be generalized. The cutting room, cooler, freezer and the receiving area as well as the necessary equipment should be evaluated in terms of particular needs.

No master design can be offered. From the items proposed, some of the ideas may be applicable to any given operation.

In the foreseeable future, two major changes in the meat business will greatly influence the efficiency and operation of the retail meat department. These two changes are: (1) central cutting, and (2) boxed beef. Boxed beef will more than likely be the most influential of the two changes. Later, we will explore boxed beef in detail. We, as meat cutters, must learn to adapt to change. We must examine these changes in our business with an open mind and a positive attitude; embracing those changes that will benefit our meat operations, while discarding those ideas that do not benefit us. Remember, it is human nature to resist change; therefore, we must put forth a conscious effort to maintain an open mind to new ideas. Yet we must also remember that change, simply for the sake of change, is not necessarily beneficial.

Every operator must necessarily think in terms of the most efficient use of labor. A major factor in a well-designed physical plant is the efficient flow of product, coupled with the use of modern, labor saving equipment.

Straight Line Production

This concept recognizes that the meat department (especially the cutting room) is a factory assembly line. This type of operation, used primarily in self-service operations is easily adaptable to service operations and locker plants. From receiving to the display of finished product, work should flow smoothly and efficiently to utilize labor as effectively as possible.

When planning the layout of the physical plant, the main principles to remember are: (1) efficiency of labor, and (2) minimize fixed costs such as heat and electricity.

The major areas of concern in this type of operation are: (1) receiving, (2) walk-in cooler storage, (3) cutting room, (4) wrapping station, (5) retail display cases, (6) walk-in freezer, and (7) supply storage area. Now we will examine each of these areas separately to see just what will be needed for an efficient, streamlined operation.

Receiving

The receiving area, from necessity, should be located in the rear area of the building so as to keep the truck traffic away from customer traffic as much as possible. Loading dock areas should be provided so that semi-trailers may be unloaded using pallets for transporting and stacking product. This greatly helps in fast, efficient unloading of trucks. An overhead track should be installed out to the loading dock for handling swinging beef (unless, of course, we will be handling boxed beef exclusively.) The walk-in freezer and the walk-in cooler should be in close proximity to the loading dock area so product can be stored under proper refrigeration immediately. A combination track - platform scale should be installed so that product can be weighed in quickly with a minimum of handling. A recommended standing rule that any one receiving swinging beef must weigh it. This will catch any errors made at the packing house and could save the operation much money in over charges due to incorrect weights. As previously stated, all perishable products must be received, weighed and placed under proper refrigeration immediately! All doors coming in from the receiving area should have locks to help avoid stealing. Security is an area that must not be overlooked. Sloppy receiving can breed dishonesty and losses.

Walk-In Cooler

The walk-in cooler is one of the most critical areas of the installation. It should have a relatively high ceiling for proper aeration. Good air movement is essential to proper cooling of product. It should be firmly supported to be able to carry the weight of hanging beef.

Because of a continuously changing and improving building materials industry, it is sufficient to say here that the building contractors specializing in this type of commercial construction will be up to date on the newest and best ideas and materials available at the time of construction. New and better building materials are constantly coming into production.

All materials, products and methods that are to be implemented in the installation must be approved by the appropriate health inspectors; be they federal, state or local. Many problems will be eliminated if you work with the health authorities from the beginning of the project.

Refrigeration Equipment - There is much fine equipment on the market. It is not our intention to weigh the pros and cons of various brands of equipment. The most important point to remember when installing refrigeration equipment is to make sure that it is of large enough capacity to adequately do the job without overworking the equipment, thus operating at less than maximum efficiency. Remember, we want to minimize fixed expenses such as heat, refrigeration and electricity costs.

The all-purpose walk-in cooler, that is (you will be storing all but frozen product in it including fresh beef, pork, lamb, veal, poultry, smoked and processed meats) should maintain a constant temperature of 30° - 38°F. It is best to keep the temperature near the low side of the range; 32° to 35°F is suggested.

All product is kept off the floor. It is stored on pallets, shelving or metal carts of various kinds. A special area is set aside for fresh poultry. Generally, this area will be recessed into the concrete floor with a built-in water drain and removeable metal racks upon which fresh poultry cases are stored. It is designed for easy cleaning.

Fresh pork should be stored in the coldest area of the cooler, away from doors to maintain as low a temperature as possible for maximum product life.

Ultra violet lights and ozone equipment are sometimes used. These retard the growth of micro-organisms. If meat is aged too long, they may be responsible for an undesirable, slightly rancid flavor. With adequate refrigeration and 85 to 95 percent relative humidity, no additional equipment may be needed to minimize the growth of micro-organisms.

Cutting Room

In order to maintain meat product at its peak condition and appearance in self-service markets, the cutting room temperature should be maintained at 50 degrees to 55 degrees F. As an alternative to this, a refrigerated conveyor may be used. This equipment helps maintain proper product temperature during processing from cutting to final wrapping and labeling.

All of the necessary equipment used in the cutting and processing of product should be arranged in the most efficient order possible so as to eliminate needless steps and backtracking during the work day. Of course, it is necessary to use equipment of the correct size so as not to have "bottle necks" in the production line. For example, a band saw that is too small for the volume intended will slow down the entire operation. This would also be true of a grinder that is too small for the volume of the market.

The health inspectors having jurisdiction in the market should be consulted on matters of acceptable equipment. Many times they require certain size and types of sinks. Hand washing sinks separate from the main sink should be required. Certain flooring may not be acceptable, as another example.

Make certain that the electrical wiring is sufficient for the equipment being used. Grinders, mixers and band saws are usually 220 volt, three phase motors. Some equipment such as the heavy duty mechanical tenderizing machines use 440 volts.

A good many markets have the grinder placed in the walk-in cooler for maximum low temperature, an essential to proper grinding. Usually, though, a cutting room with a 50 to 55 degree F. temperature range is adequate for grinding.

A full list of necessary equipment for a modern retail meat department will include basic items such as: grinder, mixer, small grinder (table model for small orders), needham machine for cutting ground beef packages for self-service, "hollymatic" type patty machine, band saw, slicer (automatic or manual), cube steak machine, cutting tables, hand equipment such as boning knives, steak knives, butcher steels, hand meat scrapers, hand saws, sewing needle, block or cutting board scrapers, a netting tube, certain sinks, hand washing sinks, soap dispensers and wall mounted power sprayer for cleaning. Some optional pieces of equipment you might include would be a mechanical pressurized tenderizing machine, mechanical meat scraper and a mechanical tying machine.

Lists

In the cleaning of modern cutting rooms with power sprayer, extremely hot water is needed to cut the grease that builds up on the floors and equipment. Special soaps and sanitizers are used for cleaning and retarding bacteria growth. The days of the wooden meat blocks and sawdust on the floor are gone forever.

Functional equipment should be integrated in the meat department. Some of it may or may not be necessary in any particular operation. Important considerations are: initial cost, maintenance and sanitation. For marginal economic situations, good used equipment is available on the market.

Lighting is a subject that is sometimes overlooked. Meat cutters are working with sharp, dangerous tools. Adequate lighting must be provided. An even light, especially from fluorescent tubes of approximately 50 feet candles of light at table height is good. Special tubes can be purchased which will not distort the color of the product. The best lights over self-service retail cases are incandescent.

Wrapping Station

If the impersonal atmosphere of a self-service operation is to be avoided, the wrapping station is positioned just behind the self-service selling cases in full view of the customer. Modern wrapping equipment is very efficient. The layout of the wrapping station should be based upon efficient use of labor.

There are many types of films and wraps that are used in self-service packaging. Each type of film serves a specific purpose. Some are designed for a wrapping machine that incorporates a shrink tunnel. In this system, the loosely wrapped meat packages travel on a belt through the heated shrink tunnel and the film shrinks to conform snugly to the shape of the cut of meat being wrapped. Other types of wrappers use a film that stretches and is manually wrapped tightly around the product and sealed on a heat pad.

There are special films for smoked meats as opposed to fresh meats. These various films have special qualities designed to enhance the appearance and keeping qualities of the product being processed. It is best to consult your supplier about the best products available for your particular needs because there are constant improvements and new products being introduced in the area of wrapping materials as well as all other areas of the business.

Retail Display Cases

There are two general classes of display cases for the retail selling of meat products. They are service cases and self-service cases. Service cases, as the name suggests, are used with a sales person working behind them to serve the customer personally. Self-service cases, on the other hand, need no one to sell meat from them. The customers serve themselves. There are obvious advantages to both types, and many modern meat departments utilize both types to good advantage. Service cases provide for personal attention to the customer. Questions may be asked of the experienced meat cutter on duty behind the service case. The meat cutter operating the service case will be experienced in display of service cases, salesmanship, cooking suggestions and a generally helpful attitude toward the customer.

The self-service case is designed for high volume situations. They need only to be filled and properly displayed. Customer contact is minimized to maintain a higher rate of production.

The retail cases should be placed in the market along the traffic aisles bearing in mind that "dead spots" in the cases be minimized. In most cases "dead spots" do occur - these are areas in the case that do not sell product as well as other areas of the case. It could be one end of the case or the other. This negative can be minimized by display techniques, sometimes displaying a staple item that is regularly purchased by most people in the "dead spot".

The retail cases should be easily accessible to storage areas and holding coolers so as to maximize labor efficiency.

Service cases are basically two types: (1) single-duty cases used for display only, and (2) double-duty cases used for display and storage under the display area. The glass front on these cases may be of single, double or triple thicknesses.

Self-service cases also are available in single-duty and double-duty types as stated above. These types are found in the low, open top, "coffin" type case. In addition to this type of self-service case, is the triple decker, or even five decker cases. These are more upright in style with three, four or five shelves for refrigerated display. Some models of these have mirrored backs for more attractive displays while using less product.

The method of cooling these cases is that of a continuous circulating column of cold air originating in a compressor under the display and pushing up through the back of the case and out through louvres over the front of the case. A flue is provided that tends to draw the air down to a fan and into the compressor, where it is recooled and recirculated.

Three systems are normally used for defrosting these cases: (1) gravity, (2) electric, and (3) hot gas or reverse cycle. The last two systems involve the introduction of warm air to speed the defrost cycle. Because of this, some operators contend that these systems "cook" the meat slightly. However, they are much faster than the gravity system and thus cut down on the deterioration of meat.

The gravity system operates off a time clock which is usually set to repeat the process two or three times each day. When the clock activates the process, the compressor stops operating. The temperature of the air that is traveling through the system gradually rises. The air defrosts the coils as it moves across them.

Also operating off a time clock is the electric system. In this system the clock turns off the compressor and turns on an electric heat coil in front of the compressor. The heated coil warms the air that is pushed through the system. The warm air, in turn, defrosts the freezing coils as it moves across them. Normally, only a single defrost cycle is needed each day.

The hot gas or reverse cycle system begins when the time clock trips a reverse valve on the compressor, introducing into the compressor the gas that has become heated from the compressing process. As this warm air moves through the system, the freezing coils are defrosted.

Either the electric or reverse cycle system is used for frozen-food cases because the gravity defrost cycle is too slow. On the other hand, most service cases use the gravity system.

Walk-In Freezer

A modern meat department is not complete without an adequate size walk-in freezer. It is a practical idea to use one wall of the walk-in cooler as a common wall with the freezer. If it is practical, a door from the cooler to the freezer might be installed.

Temperatures in the walk-in freezer should be maintained at or below 0 degrees F. to hold product at the peak of quality.

The freezer should be at least wide enough for storage on both sides of an aisle. Thought should be given to metal shelving, along the walls, which are removeable for cleaning. The main door should be wide enough to accommodate receiving product on pallets.

Ideally, there should be some type of sharp freezer incorporated within the walk-in freezer. Usually a section of steel shelves with coils installed underneath the shelves. Meat packages meant for quick freezing may be placed upon these shelves and frozen quickly. Wire baskets that are made to stack on a dolly may be used to receive the product as it is wrapped. (pertains especially to freezer orders such as quarters or sides of beef.) The product could be assembled as a work lot for each customer, sharp frozen and then stored in the walk-in freezer until picked up or delivered to the customer.

A fan should be provided in the freezer area. It should be turned on during peak product periods to accelerate freezing.

It should be noted here that to promote safety, all doors entering the walk-in freezer should be able to be opened easily from the inside. A further safety feature is to install an alarm system - or even a telephone - to call for help in the event that someone gets locked in.

Supply Storage Area

When considering the general layout of the meat department, some consideration should be given to an area for storing supplies. Ideally, supplies should be stored in close proximity to the work station where they will be used, to promote labor efficiency. Most supplies need only room temperature storage. The area picked for storage must be large enough to hold about one week's supplies. Perhaps a list of supplies normally used by a meat department would be helpful. A list of supplies for the meat department would include: various films for self-service wrapping; assorted sizes of trays to place product on for wrapping (suggested sizes: No's. 1-17-2-20-10-8-12); chicken containers (No's. 2-4-and family pack size); soaker pads; plastic cups and lids; assorted labels and price tags; butcher paper (18" and 24"); locker paper; waxed inner-wrap; butch twine; 4 inch skewers; netting; assorted sizes of steak paper; and many more possibilities, depending upon the particular operation.

Summary

To summarize this discussion on the general layout of the meat department, remember the main objectives are to: (1) obtain the most efficient use of labor possible; and (2) to minimize fixed costs. There are seven main areas of concern within the meat department; they are: (1) receiving area, (2) walk-in cooler, (3) cutting room, (4) wrapping station, (5) retail display cases, (6) walk-in freezer, and (7) supply storage area.

We learned that temperature in all areas is of vital concern. The walk-in cooler temperature should be held at 30°-38°F. Preferably nearer the lower end of the scale, about 32°-35°F.

The cutting room temperature should be held between 50°-55°F. for best results. The product will have a longer life, and will be much more attractive (and saleable) if proper temperatures are maintained.

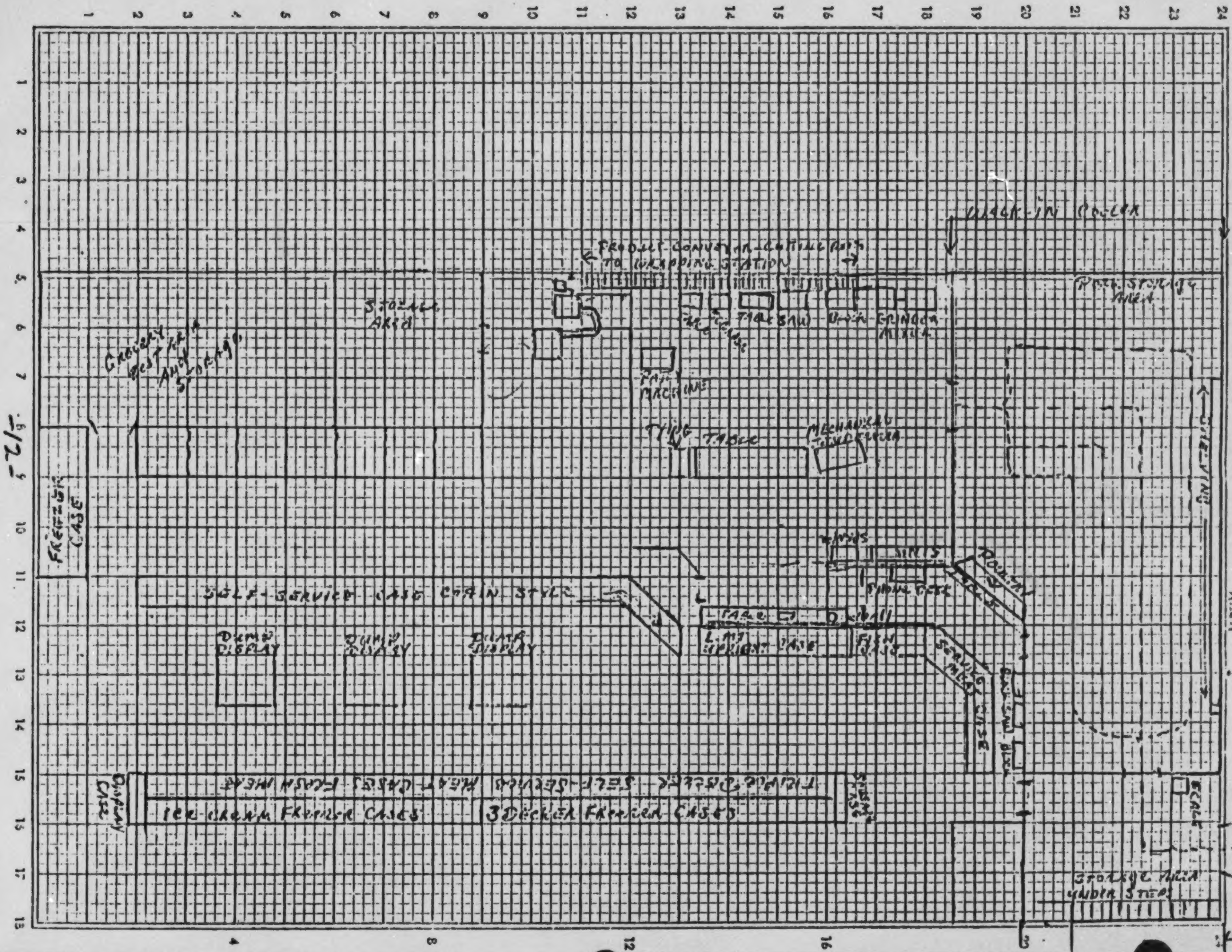
Walk-in freezer temperatures should be held constant at 0°F. or below.

We saw the basic differences between service and self-service cases. Basically, customer service and salesmanship are featured in service cases, and the self-service cases are used primarily for efficiency, minimum labor and high volume.

Thus, we have gone over the general layout of the meat department and we should have a basic understanding of what goes into an efficient layout and why. As an exercise for your own experience, it might be interesting to judge your own market and perhaps some others just to see if you think they are designed as well as possible.

Illustrated here is a layout of a high volume, modern meat department. It is not drawn to scale, but simply layed out to show the flow of work. Starting with the loading dock area, it is easy to follow the product flow into the cooler, through the cutting room to the wrapping station, to the holding coolers and the retail cases. Notice the layout of machinery in the cutting room. It is set up as an assembly line operation. The general layout is very good. Can you see anywhere that you could improve this layout?

-1/2-


WALK-IN COOLER
PRODUCT CONVEYOR-CUTTING ROOM TO WRAPPING STATION
STORAGE AREA
GROCERY REST AREA AND STORAGE
SCALE
TABLE SAW
GRINDER MIXER
PATTY MACHINE
TYING TABLE
MECHANICAL TENDERIZER
REAR STORAGE AREA
SHELVING
FREEZER CASE
SINKS
SINKS
ROUTING
SIGNAL DESK
SELF-SERVICE CASE CHAIN STYLE
TABLE
SCALE
L.M. UPRIGHT CASE
FISH CASE
SERVING MEAT CASE
DUMP DISPLAY
DUMP DISPLAY
DUMP DISPLAY
SELF-SERVICE MEAT CASES FRESH MEAT
DISPLAY CASE
ICE CREAM FREEZER CASES
3 DECKER FREEZER CASES
SCALE
STORAGE AREA UNDER STEPS

CHAPTER IV

Operational Procedures

Introduction

Strange as it may seem, the subject of procedures used within the meat department is an often overlooked area of expertise that can be substantially beneficial or damaging to the operation. Many times the customer or potential customer is attracted to a place of business by how certain situations are handled; proper handling of complaints, for example. Other procedures, receiving for instance, can have a direct bearing on gross profit.

The various operational procedures that we are about to discuss will cover many phases of the business. All methods and procedures suggested here are just that - suggestions. Each individual department, and each manager, will have certain preferred ways of handling these areas of concern.

It is hoped that you will become aware of the importance of certain operational procedures and their place in the day to day management of the retail meat department. That is the first learning outcome of this chapter. The second outcome is that you learn why these procedures are important. The exact method, or the "mechanics" of each procedure is of secondary importance because exact methods will change with each manager.

The following is a list of ten operational procedures that we will cover in this chapter: (1) telephone calls, (2) receiving, (3) taking orders, (4) freezer orders, (5) sales to other departments, (6) credits and complaints, (7) time cards, (8) cutting list, (9) work schedules, and (10) rotation. You may be able to think of other procedures that could be included here. If you can, that is good! You are beginning to think! That is another very important procedure. Let's take a look at the procedures listed.

Telephone Calls

If phone calls come into the store through a central desk and then transferred to the appropriate department, the proper greeting is used at store level. The proper greeting might be: "good morning, Acme Supermarket, may I help you?" Another greeting that is commonly used is: "good morning, thank you for calling Acme Supermarket, may I help you?" If you were working in a meat market where the calls come in directly, the same type of greeting could be used. The tone of voice is probably as important as the words that are spoken. If you are irritable or upset, this will be reflected in your tone of voice and will relay a negative reaction to the caller. Your tone of voice will convey almost any impression desired over the telephone. To the caller, you can sound friendly, upset, confident, cheerful, busy or the opposite of these terms. A conscious effort should be made to convey a positive impression to the caller. (This goes for using the store public address system or the inter-com system.)

Whether management has specific wording or phrases they want used or if you are using your own words, remember to strive for a positive reaction from the caller through your tone of voice and the words spoken. Telephone calls should be brief and to the point, while at the same time you must remember to be polite and courteous to the caller. Common courtesy - words like "please" and "thank you" - should be used where appropriate. Sincerity is another trait that will be evident to the caller. You must really be sincere in assisting the caller - whatever the subject of the call is about. The opposite of sincerity would be "phony". It will be plain to the caller if you are really trying to be of help or if your words are phony; if you are just going through the motions.

Again, attitude is all-important in the area of the procedures. Do you really want to do a better than average job?

Always try to answer the caller's questions to the best of your ability. Be honest; if you don't know the answer to the question, say so but offer to get an answer from another employee or offer to let the caller speak to someone who is more familiar with the subject in question. Don't bluff your way. Make it your business to learn the correct answers to the many questions you will be exposed to by callers. This is where it pays to go out of your way to learn cooking methods and related subjects. If you know the answers to these types of questions, your voice will sound confident; thereby transferring that confidence to the caller. The caller will know that correct information may be obtained by calling your department. This confidence is then easily translated into sales and satisfied customers who will come back again and again.

Another situation will occur from time to time that should be handled with tact, so as not to offend the caller. This is the situation of the caller that seems to want to talk and talk. This person can't seem to go directly to the subject. For whatever reason, you must answer the question asked to the best of your ability and you must know how to tactfully bring the conversation to an end when it starts to wander. If the caller begins asking irrelevant questions or the conversation generally starts to meander, you could suggest that the caller might come in to the store to "see for yourself" between two items rather than discuss it over the phone. Always thank the caller for calling and end the conversation on a positive note.

Receiving

"Receiving" simply refers to the taking in of product from delivery people. This is an extremely important area of concern. Proper receiving can have a direct bearing on gross profit! One important point to remember is this;

when you sign your name on the invoice you are taking the responsibility that all of the product listed on the invoice has been received, physically seen, inspected and weighed, as in the case of swinging beef.

Too often the person checking in the product will simply sign the invoice without actually checking the product. The most often used excuse for this is that, "I'm too busy to stop what I am doing to check the delivery." Sometimes the driver who is delivering the product is in a hurry and will pressure you to "just sign it - it's all there." These examples are very dangerous habits to develop and they should be discouraged because sloppy receiving will breed dishonesty and collusion between drivers and meat cutters. Even if you assume everyone is honest, (and you shouldn't) human error can cost you a lot of money. Weights can be wrong, or recorded wrong on the invoices. Number of cases or boxes can be miscounted.

Let's take a closer look at receiving a mixed load of cases of meat products. The invoice calls for four boxes of pork loins (14-17 lb. avg.), 6 cases of 1 lb. bacon, 10 cases of 1 lb. skinless weiners, 1 case of sheep casing all beef weiners and two cases of 5 lb. canned hams. The person checking in this load should first carefully read the invoice. They check to make sure that the correct number of boxes of pork loins are there. Then the size of the pork loins in the boxes must be checked to be sure that the size listed is actually delivered. The size of the loins will be marked on the boxes. Many times substitutions as to loin size occur because of short supplies. If discrepancies as to sizes are found, the manager should be told immediately, or a notation made upon the invoice. Any notations written into the invoice must be signed by the driver as well. Next, the boxes of each listed item should be counted and contents noted. This means to make sure that you have 10 boxes of skinless weiners and one of sheep casing, and not 11 boxes of skinless.

Most managers will ask the person doing the receiving to merely sign the invoice, although some stores also want the date and even the time of day recorded. Whatever the required procedure in your store, learn it and follow it exactly. All persons eligible to receive product must know the prescribed procedures.

It is a good practice to store newly received product immediately upon delivery in the proper order of rotation. The rotation system in the meat department is termed F.I.F.O. This means "first in, first out." Always move the oldest product up so that it will be used next. If necessary, mark the day received (or date) on the boxes so that all employees know the rotation. Improper rotation is the biggest reason for old or spoiled product.

Now, let's check in a delivery of swinging beef. Usually, if there is a monorail installed to move the beef from the loading dock into the cooler, a meat department employee will hold the hooks for the driver while the beef is unloaded from the truck and placed upon the trolley hooks to be rolled into the cooler. When holding the hooks as the beef is placed upon it you must be careful how you grasp the hook. Do not curl your fingers around the hook. Fingers have been pinched, cut and even broken when caught between the steel hook and the beef shank as it is placed on the hook. Always hold the hook between the thumb and first finger and guide the hook to the opening between the shank and the achilles tendon, this on the hind quarter, and hold the hook in the same way for fore quarters, the hook being placed between two ribs, away from the eye of the rib.

As the beef is being hung, it should be inspected to make sure it is of the grade and yield that was ordered. You will also watch for bruised or gauged beef or any other signs of inferior product. If you find some beef that is unacceptable for some reason, two things can happen. First, you can reject it totally and return it on the same truck. Second, a note can be made on the invoice and initialed by the driver and a price adjustment made through the salesperson when the manager next orders product.

Assuming that there is a track scale installed, after hanging the product and inspecting it as mentioned, it must be weighed and the weight compared with that written up on the invoice. Generally speaking, a 1% variance is allowed for shrinkage. If a large difference is discovered in weights, a note again is made on the invoice and initialed or signed by the driver as well as yourself. Don't forget to deduct the "tare weight" of the hooks when weighing the product.

If the beef comes in wrapped in paper shrouds, this must be removed so the meat will get proper air circulating while hanging in your cooler. Sometimes the beef will be wrapped in a clear plastic film; remove this also. No air will pass through it. If allowed to remain wrapped, hanging beef will become slippery and slimy in a short while and will develop a bad, rancid odor.

After the beef is hung, unwrapped, inspected, weighed and placed in the cooler on the proper rails and in proper rotation, you may sign the invoices in the manner prescribed by your store. Then your job is done.

Remember, when you sign your name to the invoice you are saying, in effect, that you saw the product and it was weighed and inspected by you and everything is correct. If a shortage, for instance, is discovered later you can be held responsible.

Taking Orders

This term is meant to mean the writing up of an order for a customer, to be picked up at a future date and time.

On the surface, it might appear that the taking of an order is a very simple task and it is not necessary to discuss it. You are correct in thinking that it should be a simple task. It is extremely important to customer relations (and sales) that this task be done correctly with all of the needs of the customer recorded and filled completely. Taking orders properly will eliminate many problems and will keep your customers happy. The customer will come to know that your department or market can be depended upon to do things right.

The first step to efficiency in this area is to have a system for the whole process. Step 1 would be to have a definite order blank or card to write orders on so they are all the same size and can be filed in a certain place with a slim chance of being lost. A formal, printed order card could be used, but a good, effective and simple suggestion is to just use a 3" x 5" index card and keep them in a card file box designed for this size card.

The information actually written up on the card should include: customers name, telephone number, time and date the order is to be picked up, signed or initialed by the person taking the order, what item(s) are being ordered, size, grade, price and how it should be wrapped, fresh or frozen, and a space for special instructions.

Another very good suggestion would be to have all employees PRINT the orders rather than write them for clarity. It will eliminate errors.

Example:

John Smith 777-3344

2 - 1½ inch Porterhouse Steaks, U.S.D.A. Prime, 2.99 lb, wrap separately
2 - 1 inch T-Bone Steaks, U.S.D.A. Choice, 2.39 lb., wrap separately

6 whole chicken breasts, $2.59 lb., wrap 2 per pkg.

Freeze the whole order.

Pick up Sat., Sept. 19, 4:00 p.m.

order taken by

Can you think of any ways to improve this system? Many times good ideas will evolve and will gradually improve as time goes by. See how you can improve on this idea.

Freezer Orders

Taking and processing freezer orders is a very important area to markets that are doing a good share of their volume in home freezer business. There are some unique differences between "freezer sales" and a regular retail operation. Later, in this text, a whole chapter is given over to "freezer meats."

Sales to Other Departments Within The Store

Many times, when there are sales from one department to another such as from the meat department to the deli department or restaurant (if there is one in the store) the procedures become very sloppy for some reason. The same could be said about sales or transfers from one store to another within a chain. It seems that just because the sale is within the store, many times the recording of these sales or transfers are not treated as business-like as they should be. The reasoning being that "it's all in the same store so it really doesn't matter." Sometimes employees from the kitchen, for instance, will get a few packages of bacon from the meat department if they run short and forget to record the sale - and that's what it must be considered - a sale.

If accurate sales or transfer records are not kept, the department manager will not have an accurate inventory. The gross profit picture will be distorted.

The procedure need not be complicated at all but EVERYONE in all departments involved MUST follow the system. That is the key to keeping accurate records.

All that is needed is a simple sales book with a carbon or duplicate copy. Each sale must be recorded with the following information: date, name of product, weight or amount, price per lb. or unit, department selling the product, department purchasing the product, signature of employee selling the product and signature of the employee purchasing the product. The seller keeps the original slip and the purchaser keeps the duplicate. At the end of the week they can then be compared to see if both departments involved concur with the totals.

Example of Sales Slip With Information Recorded

ACME SUPERMARKET

Date: Sept. 20, 19__

Selling Department Meat

Purchasing Department Rest.

Item	Price per lb. or Unit	Weight	Total Price
1. Bacon	$ 1.19	10 lbs.	$ 11.90
2. Chicken	.60	65 lbs.	39.00
3. Gr. beef patties	1.19	30 lbs.	35.70
4. Pork sausage links	1.39	12 lbs.	16.68
Total			$ 103.28

Signature of salesperson ____________________

Signature of purchasing person ____________________

Can you think of ways to improve this system?

Customer Credits and Complaints

The manner in which credits and complaints are handled will have a direct effect on customer relations. From the customer's point of view, this is all important. The whole attitude and image of the store is reflected to the customer by how these problems are handled. The main guideline for handling these areas of concern should be complete customer satisfaction.

When a customer comes into the meat department with a complaint, the person handling the complaint should listen attentively to the complaint, making sure that the problem is completely understood. Questions should be asked of the customer to clarify any points that are unclear. You should sympathize with the customer and assure them of their complete satisfaction. Make the customer feel at ease and comfortable. For many people, it is very difficult to compain about a product or service they have purchased. Of course, there are exceptions to the rule, people who will try to take advantage of a liberal store policy on credits. If you suspect this sort of thing is happening, it is best to courteously turn the customer over to the department manager. The manager will be able to make the decision, upon hearing the story, on whether to issue full credit, partial credit, or turn down the request. This is a part of the department manager's responsibility. Many times "chronic complainers", (and they do exist) are known by store employees from past experience. Sometimes, in extreme cases, customers have been turned down for credit on alleged complaints and even asked not to patronize the store.

In most cases, however, people are honest and will complain only if they feel that they have a legitimate complaint. A good customer is too hard to get and it is a bad bargain to lose a good customer over a slight credit adjustment of some sort.

On the contrary, look upon all complaints as an excellent opportunity to cement the relationship between store and customer. Remember, word of mouth advertising is as effective as can be found. See to it that it is positive rather than negative!

When you think about it, what we are talking about is attitude. Again. What is your attitude toward the customer? What kind of attitude does your store policy represent? This is an extremely important area of concern to any business. It can't be overemphasized.

Now, let's look at a positive way of handling a complaint. If the nature of the complaint is such that it involves an inferior product of some sort (and most complaints are of this type), a credit adjustment is the best way to handle this situation. Again, remember that the main objective is to satisfy the customer. Some verbal negotiation of some sort is probably necessary to find out just what it will take to resolve the problem.

Let's take an example. A customer brings back a frying chicken that was purchased at your store yesterday. You are told that the chicken smells "funny". You inspect the chicken and agree that the chicken in fact does small "funny". It is spoiled. Now, there can be many reasons for this. It could be the store's fault through poor rotation or improper handling or lack of refrigeration. Or it could be the customer's fault because the chicken wasn't properly handled after it left the store; usually lack of refrigeration. At this point, "fault" is irrevelant. The main point is that the customer is returning a product that was purchased at your store and that product is not satisfactory. Now, you must find out what the customer feels will be a satisfactory credit arrangement. Usually it can be handled best in one of two ways. The first method would be an exchange of product. In this case a fresh chicken of the same weight and quality. Usually the simplest way of handling it would be to wrap up the fresh chicken and mark it "no charge" and you sign the package. This would, of course, depend upon store policy. The second method of satisfying the complaint would be to write up a cash refund. Depending upon individual store policy, this could be written up on anything from a piece of wrapping paper to a formal "cash refund form". A form of some kind will give the operation a much more professional, efficient image to say nothing of consistency of policy. As an example, let's take a look at one type of cash refund form:

Example

ACME SUPERMARKET
Cash Refund Form

Date: ____________________

Customer Name ______________________________

Address ______________________________

Phone ______________________________

Product ______________________________

Reason ______________________________

Item Returned: Yes ______ No ______

Amount of Refund: $ ______________

Comments: ______________________________

____

____

____

____

Signature of Dept. Rep. ______________________

There are any number of forms that could be devised to serve the purpose. The important thing to remember is efficiency and simplicity. Keep all forms that you use in business and all procedures that are used as simple and uncomplicated as possible.

Time Cards

The procedure on time cards will vary from store to store. Some stores (although very few today) still use a "time sheet" instead of an electric time card. Usually the management will have rules about signing your own card or time sheet and management will frown on punching someone else's card "in" or "out". Take care of your own time record only. The record of time worked is a legal document and must be treated as such. Some markets will require you to punch in and out on the reverse side of your time card for breaks. If this is a standard procedure in your market, adhere to this rule strictly. Usually the department manager will total the hours worked. At the very least, the manager will check them for accuracy if you total your own time record. Any errors or discrepancies found on your paycheck should be brought to the attention of your manager immediately.

Cutting List

The cutting list is the basis for the day's work for the production meat cutter. It can be very informal or it can be quite formal in using a printed form with all retail cuts listed with space to fill in the amounts of each cut needed for that day's cut. The amount of product cut each day must directly coincide with the amount of product that is expected to be sold. If the market is using a detailed list it will greatly help in controlling the daily cut, thereby minimizing old product and shortages in supply of product ready for sale. Whether the department manager is writing the cutting list as is usually the case, or one of the cutters does, it is imperative that all employees understand the procedure and know how to work off this list.

Work Schedules

The work schedule is usually posted in a prominent place in the meat department. In small shops, it may not even be written down, just informally stated by the manager. In larger markets where there are several employees involved, a written work schedule is really necessary even though during "normal" weeks each employee would probably have the same schedule. In markets that are operating under union contracts, there may be an agreement that the work schedule must be posted two weeks in advance. There are so many outside factors to consider when writing a work schedule, that "normal" work weeks are unusual. To be considered when writing the schedule are such things as legal holidays when the store will be closed, night hours, Sunday hours, vacations and extra days off (which might be under union contracts).

It is a good idea for employees to remember to notify the manager, well in advance, of any needed time off for special occasions such as weddings, etc. Then you still have the problems that cannot be scheduled such as deaths in employee's family, sickness, or injury. These things must be worked out within the department. A certain amount of employee cooperation is needed in these matters.

Rotation

There are really two separate areas included when discussing the subject of rotation. They are: (1) cooler rotation of product as it is received, and (2) retail case rotation which is of great importance in maintaining of "fresh" case. Retail case rotation will not be discussed here because it will be covered in detail in a separate chapter. This discussion will be involved only with what we are calling "cooler rotation".

The discussion of all areas of rotation have one thing in common. Rotation systems are designed to eliminate old product through using the product received or cut earliest, first. Thus the term: F.I.F.O. This means: First In, First Out. All employees must learn to think almost automatically in terms of rotation (F.I.F.O.). This covers even rotation of trimmings when stored in the cooler for grinding. The luggers of trimmings must be stacked or stored with rotation in mind (F.I.F.O.) It is imperative that every employee knows and uses the same system.

When products are received, the person doing the receiving should immediately store the newly received product in the proper rotation. Older product must be pulled forward to be used first. This is true of all products. On boxed fresh meats it might be a good idea to write the date on the boxes so everyone will be able to see the dates and will utilize F.I.F.O.

On prepacked meats such as bacon, wieners, luncheon meats and all other similar products, the expiration code date is printed on the boxes as well as on each retail package. You must take great care to store these products in proper rotation and also when pricing and stocking these products in the retail displays make sure that the newest products are displayed behind the older product. Watch the code dates.

Summary

In summary, let's just say that it is very important to the consistency and continuity of the retail meat operation that all of the various operational procedures used be followed scrupulously by all employees. These procedures are installed to increase efficiency, promote good customer relations and ultimately increase profits. It is as important to the market that these procedures are followed as it is to cut a good gross profit. Make it your business to learn and follow these procedures.

CHAPTER V

Beef Structure and Evaluation

Introduction

The subjects of structure and evaluation are actually two separate areas of study, but because they are inter-related we will cover them together to better show this inter-relationship.

The first step will be to define exactly what is meant by these two terms.

The first area of study will be "structure." Here we will discuss the components that make up the physical properties of meat. We will learn the meaning of such terms as muscle connective tissue, organic extractives, enzymes, pigments and others.

Secondly, we will cover the subject of "evaluation." Simply stated, evaluation is the measurement of quality as prescribed by the standards set down by the United States Department of Agriculture (U.S.D.A.).

This not only covers the grading system which grades beef as U.S.D.A. Prime, Choice, Good, Standard, Commercial, Utility, Canner and Cutter; but also the qualities that contribute to the "yield" of the carcass. Yield grades as measured by the U.S.D.A. are yield grade 1, 2, 3, 4 and 5. Number 1 being the best yield. This measurement indicates the ratio of saleable meat to the carcass. During this discussion you will learn the meaning of such terms as quality, finish, cutability, marbling and others.

We will see just how these two subjects are inter-related and what this means to us as meat people and what it means to the customer - the consuming public.

A - STRUCTURE

Meat may be defined as the carcass of any animal used as food, including domestic mammals raised for food, game animals, shellfish, fish and poultry. Domestic meat animals include: (1) bovine (veal and beef), (2) ovine (lamb and mutton), (3) swine (hogs), and (4) marginal types (goats, horses and dogs).

Physical Properties of Meat

Meat is composed of lean muscles, connective tissue, fat, water, organic extractives, enzymes and pigments. We will discuss these components separately.

MUSCLES. The muscles or edible lean are of two general classes: (1) voluntary or striated, and (2) involuntary or smooth. The heart is an exception, being involuntary but striated. (The definition of striated is "channeled or grooved.") It's fibers have a different structure from the skeletal. The voluntary muscles are the skeletal muscles composed of many thousands of fibers about one inch long and ranging from about 0.005 to 0.004 of an inch in diameter. Appearance of the cells in these fibers will vary with age, sex and feeding of the animals. These cells are held together by sheaths of connective tissues and these, in turn, are bundled together to form muscles.

Muscle bundles will vary in size, length and thickness. The grain or texture of a piece of meat is determined by the fibers and muscles. For example, small fibers in small bundles for meat with a fine grain.

The muscles of the alimentary tract, blood vessels and stomach are examples of involuntary or smooth muscles. Definition: alimentary tract is the tubular passage that passes from the throat to the anus.

CONNECTIVE TISSUES. The white connective tissues are composed largely of the protein collagen, which is water soluble when heat is applied. Definition: collagen - an insoluble fibrous protein that occurs in vertebrates as the chief constituent of connective tissue fibrils and in bones and yields gelatin and glue on prolonged heating with water (Webster's Dictionary). Moist heat changes this connective tissue to gelatin which is more tender and palatable. When dry heat is applied, the meat generally tends to become less tender. It can be concluded, then, that the amount of connective tissue present and how the meat is cooked are general factors of tenderness.

Might be well to introduce [illegible] + R.H. —

Cooking methods, then, can be divided into two basic groups. They are: (1) moist heat, and (2) dry heat. Basically, moist heat cooking methods are used in cooking less tender cuts. Dry heat cooking methods are used in cooking the more tender cuts.

Connective tissues that dissolve during boiling include the following: (1) endomysium, (2) perimysium, and (3) epimysium.

(1) Endomysium is the between wall of the muscle fibers.
(2) Perimysium envelopes bundles of muscle fibers.
(3) Epimysium is a sheath of connective tissue surrounding a muscle; example: tissue in hip and of strip loin and "silver skin" of a tenderloin.

The quantity of connective tissue is related to the activity of the particular muscle and age of the animal. To illustrate activity, the shank has considerably more connective tissue than does the tenderloin. To illustrate the age factor, the tenderloin of a cow or bull has more connective tissue than the tenderloin of a young steer or heifer.

Elastin, a protein, is another class of connective tissue. It is not water soluble. Examples of this are yellow ligament, commonly called the back strap; and the tendons which connect the muscles to the skeleton.

FAT. All meat contains some degree of fat in and around the cells, between and over the muscles. The deposits may be so fine that they are invisible or as evident as the cover fat. Total fat in any carcass will vary from about 5 to 30 percent.

Animals are deliberately placed in feed lots for fattening. The first fat that occurs is stored on the internal organs; the kidneys, stomach and intestines. Next, fat will occur on the surface of the muscles; and finally in the muscles and in the connective tissues. Fat generally can be related to flavor, tenderness and juiciness - especially when it occurs "marbling" or intra-muscular deposits.

There is some evidence that fat deposited between the walls of a connective tissue makes them thinner. These thinner tissues are more easily broken down when chewed. In this manner, fat deposits may contribute to tenderness.

Surface fat, especially on the cover and on the organs, has one negative aspect. It makes the lean relatively expensive. The average consumer indicates a desire for lean beef. In spite of this, the "better" institutional trade and volume retailers use the profitably sell fat beef.

The feed lot practice of fattening cattle actually changes the lean-bone ratio favorably, increasing the net dressed yield of the carcass relative to live weight and increasing the yield of the more desirable cuts, the ribs and the loins.

Rib and Loin Yields Relative to Grade (Note 1)

Cut (Note 2)	Common Percent	Medium Percent	Good Percent	Choice Prime Percent
Rib	8.7	9.0	9.2	9.6
Loin	17.2	17.4	17.7	18.0

Note 1. Source: U.S. Bureau of Home Economics
Note 2. Cut Chicago Style

WATER. All meat contains a great deal of water, which is inversely proportional to the fat percentage. In other words, the fatter the beef, the lower the water content. In some lean cows and bulls, water content of the meat will run over 65 percent and drop to less than 50 percent in young, fat animals. The texture of the meat will change with the water - fat ratio from a wet, flabby and soft texture to a velvety, firm and relatively dry texture as the fat increases.

ORGANIC EXTRACTIVES. About one or two percent of organic extractives or nitogenous extractives are found in lean meat. These may contribute to the flavor of a piece of meat. These extractives are present in direct proportion to the amount of connective tissue. This may explain why a top sirloin butt is more flavorful than a tenderloin. The fact that the extracts are water soluble explains why any piece of meat that is boiled in water loses its flavor and becomes bland while the broth and drippings are considerably enriched with flavor. Argentina produces large quantities of cooked corned beef. It is no coincidence that they export large quantities of meat extract, a natural by-product. These extracts are largely proteins.

ENZYMES. Meat contains many different enzymes or natural ferments, which are complex organic substances and act to hydrolyze certain components of the meat. Definition: hydrolyze is a chemical process of decomposition involving splitting of a bond and addition of the elements of water.

The proteolytic enzymes act on or "attack" proteins, breaking them down into component parts. For example, enzymatic action makes connective tissues more tender, and contributes to the sensation of juiciness. At freezing temperatures, enzyme action is extremely slow. As the temperature is increased above freezing, the enzymatic activity increases as a geometric progression. Enzyme activity is inactivated at elevated temperatures as low as 140 degrees F.

PIGMENTS. The pigments contribute color to the fat and lean but are not important nutrients. The color range of reds found in the lean is largely dependent upon the amount of the pigment, myoblobin, that is present. The quantities are directly proportional to the age of the animal. As the age of the animal increases, the lean grows progressively darker. In the bovine species, the color range runs from light pink-brown in veal to pinkish brown in calves; light red in young beef, to bright cherry red to dark red in mature bulls and cows. Lamb ranges from bright pink to brick red in mutton. Pork will range from grayish pink to grey-red. In any given animal, different muscles will have different colors. For example, compare a white turkey breast and its dark legs or the top round and bottom round of beef.

The "dark cutter" is one exception; a youthful beef will have a very dark lean. The grader may correctly mark it U.S.D.A. Choice. Yet the lean is as dark in color as a very mature bull. In spite of the lack of eye appeal, the "dark cutter" is not inferior in quality. Numerous tests have been made of U.S.D.A. Choice and U.S.D.A. Prime beef ranging from pink to "dark cutter" where all other factors have been equal, it has been determined that color is of no significance from the point of view of palatability.

Through numerous reports on experimentation and observation of "dark cutters", it was stated that this phenomenon could be directly correlated with a high PH; the indication of the amount of free acid or a low muscle glycogen. The high PH was associated with animals kept in cold or exposed conditions prior to slaughter. It is generally accepted that dark cutting beef results from a deficiency of animal starch, glycogen, in the tissues of the animal at the time of slaughter. (Definition: glycogen - is a white amorphous tasteless polysaccharide that is the chief storage carbohydrate of animals.)

— meaning —

Other pigment changes will occur in the dressed beef, with exposure to oxygen, enzymes, alcohols, acids, curing preparations and heat. A piece of beef, after it is freshly cut, will at first appear dark, but slowly become a bright red as it is exposed to the oxygen in the air. In meat market terminology, this is known as the "bloom". This "bloom" results from a chemical phenomenon. The hemoglobin and myoglobin are oxidized and change to oxyhemoglobin and oxymyoglobin. Definitions: hemoglobin - an iron-containing protein respiratory pigment occurring in the red blood sells of vertebrates; myoglobin - a red, iron-containing protein pigment in muscles that is similar to hemoglobin; oxyhemoglobin - hemoglobin loosely combined with oxygen that is released to the tissues; Oxymyoglobin - myoglobin loosely combined with oxygen that is released to the tissues.

Heat affects and changes the color pitments. Cooking temperatures and how they affect color:

> Rare - 131-149 degrees F. Characteristic raw red changes to bright rose red. There is a brown-gray layer next to the crust. Oxyhemoglobin is coagulated.
>
> Medium - 150-158 degrees F. The center is changed to a light pink. Gray perimeter layer is expanded.
>
> Well-Done - 159-176 degrees F. Hemo pigments appear brownish gray in color. When the product is refrigerated, occasionally the process is reversed; the product taking on a strange red color.

When beef is aged at cooler temperatures, with the aid of enzymes, acids and dehydration, a similar surface effect occurs ranging from dark red at first to the same well done grayish brown. A cut below the surface, however, will reveal a dark red fresh sub-surface.

Yellow fat is a limited measurement of age and breed. In general commercial slaughter, white fat is a characteristic of young, better fed beef and yellow fat is a characteristic of more mature animals and some dairy breeds. Carotene, the pigment that makes fat yellow generally becomes more predominant as the animal matures. Certain types of feed will contribute to yellow fats in all animals. Although yellow fat is commercially undesirable, it has no negative palatability or nutritional characteristics.

Color is very important because the customer often uses it as a guide to both quality and freshness of the product, although this can be misleading. You must always remember, regardless of meat quality, color is a major factor in the saleability of the product.

Meat In The Diet

Meat plays a most significant role in the diet. The entree, the main part of the meal, is usually described in terms of the meat dish. Meat has eye appeal. Its aroma stimulates the sense of smell. It generally enhances the meal, satisfies a person's hunger for food, is very digestable and high on the nutritional scale.

Proteins. Proteins, the principle components of living cells, are very complex substances. Both animal and plant proteins consist of amino acids. Much of the value of a protein food is based on its amino acid content. High nutritional value is related to a complete complement of "essential" amino acids. Proteins deficient in one or more "essential" amino acids are relatively low in nutritional value. In general, meat is one of the best sources of high nutritional proteins essential for life and maximum physiological performance. Lean meat contains 15 to 20 percent protein, which varies inversely with the percentage of fat.

Vitamins. Vitamins are certain organic substances found in minute quantities in food, essential to health. There is little vitamin A in fat. It occurs in liver, the richest nutrient source, and variety meats. Meat is a particularly rich source of all of the B complex vitamins. Important ones are thiamin, riboflavin and niacin.

Minerals. Minerals, or inorganic compounds, are necessary in the diet. Most of the essential minerals, except calcium, are found in the lean, Included are copper, phosphorus, iron and trace elements.

By way of illustration, an average four ounce portion of meat will provide approximately the following percentages of the daily requirements of nutrients required by a moderately active adult: protein - 24, calories - 14, phosphorus - 14, iron - 25, vitamin A - 6, thiamin - 36, riboflavin - 16, and niacin - 38 percent.

It should be pointed out that the inexpensive meat cuts are just as nutritious as those which are more expensive.

This concludes the discussion on beef structure. Next we will look at beef evaluation, in the light of what we have learned about structure. We will see how the various components of structure affect the grading and evaluation of beef.

B - EVALUATION

Consumer desires for beef have undergone rather dramatic changes during recent times. These changes have come about gradually, over a period of years, and are considered to be of major significance as the beef industry adjusts to the need for a "new look" in retail cuts offered to the consuming public.

The demand is for high quality lean beef with a minimum of waste in the form of either fat or bone. Beef quality characteristics are of importance because of their relationship to the palatability of cooked meat and to the appearance of the cuts in the retail counter. The retailer must fabricate cuts from the carcasses and wholesale cuts available to him regardless of the amount of waste fat which must be trimmed away in order to provide an acceptable lean-to-fat ratio. Clearly, carcasses and wholesale cuts which meet quality standards desired and have the highest yield of the high-value preferred retail cuts with the least trim are of greatest value. Certain carcass characteristics have been found to be significant predictors of the yields of those high-value carcass and wholesale cut components. Knowledge of the relationship between these predictors and beef carcass merit is essential in order that sound and meaningful appraisals can be made.

Quality. Beef quality attributes are of importance in beef appraisal because of the relationship between certain quality factors and:

1. The appearance and consumer appeal of the cuts in the market place (saleability).
2. The characteristics of tenderness, flavor and juiciness in the prepared meat dish (palatability).

Beef quality attributes considered to be of value include:

1. Maturity.
2. Marbling.
3. Texture of the lean.
4. Firmness of the lean and fat.
5. Color of the lean and fat.

Generally, the consumer is reluctant to purchase cuts of beef when the lean cut surfaces appear soft, unattractive in color, or coarse in texture. Texture of the lean refers to the prominence of muscle bundles observed on close examination of the musculature of the exposed lean cut surface. Fine textured lean is characterized by few if any visible muscle bundles bounded by connective tissue separating them from other muscle bundles. On the other hand, coarse textured lean is characterized by many visible bundles bounded by rather heavy connective tissues. Generally, muscles with smaller amounts of connective tissues are found to be more tender than those having larger amounts of connective tissues. Further, heavier connective tissues are more often observed in more mature beef, whereas youthful beef tends to have fewer visible bundles of muscle fibers. Since a large proportion of beef is merchandised through self-service counters, attention must be directed to those characteristics that contribute to an appealing appearance. While conclusions drawn from individual research results are somewhat variable, the attributes of maturity, marbling, texture and firmness have been related to tenderness, flavor and juiciness in varying degrees.

Appraisal. The most useful location for beef carcass quality appraisal, except for some considerations of maturity, is the rib eye muscle in the ribbed carcass. The rib eye in high quality beef is firm, fine-textured and has a bright cherry-red color. It is well marbled and the marbling is fine in texture and uniformly distributed. There is no evidence of excessive surface moisture as is often observed in soft, low quality muscles that "weep" and are unattractive to the consumer. Coarse marbling, heavy bands of connective tissues and coarse, stringy appearance of the lean are also objectionable.

Since the age of the animal at slaughter is closely associated with the eating qualities of beef, it is important to estimate the maturity of the carcass or cuts. In youthful carcasses, the split dorsal processes of the vertebrate are soft, red, porous and are tipped with large amounts of soft, pearly white cartilage, especially the thoratic vertebrae. As the animal matures, these parts of the skeleton become harder, whiter and the cartilaginous "buttons" become ossified (definition: ossification - the changing from cartilege to bone as the aging process goes on.) These changes in ossification become obvious, first in the posterior portion of the vertebral column (sacral vertebrae). With increases in maturity, progressive ossification changes are observed in the lumbar vertebrae, the posterior thoracic vertebrae and finally in anterior thoracic vertebrae. In very mature carcasses all of the cartilage on the auterior thoracic vertebrae is completely ossified. Generally, a progressive change in the color of the lean occurs as the animal matures. Veal lean is characterized by a pale pink color; whereas "yearling" cattle produce lean with a bright cherry-red color and mature cow lean is usually a deep, dark red color.

The fat should be firm and free from greasy or oily appearance for maximum consumer appeal. A white to creamy white color is preferable to a yellow color insofar as consumer acceptance is concerned, although the yellow color in itself is not a point for severe discrimination. The yellow color is due to the concentration of fat-soluble carotinoid pigments in the fat. Such pigments are derived from lush, green, succulent feeds. These feeds produce softer and more oily fat than grain; therefore, a large part of the discrimination against the yellow fat color is actually against the soft, oily character of the fat commonly associated with this color.

Cutability. As in other species of meat animals, cutability refers to the proportion of the carcass that is salable as trimmed (boned or partially boned) retail cuts. This yield of salable beef is greatly influenced by the amount of excess, trimmable fat and muscling.

Finish. The term "finish" refers to the amount of fat covering over the carcass or wholesale cut as well as to the fat in the body cavity -- around the kidney, heart and pelvic area. While it is recognized that some fat contributes to a reduction of shrinkage during transit and aging of the carcass and to maximum shelf life, more fat than can be justified for these purposes sharply reduces carcass value. Ideally, a beef carcass should have no more finish than is normally associated with .3 inches of fat cover over the rib eye at the 12th rib. A thin, uniform covering is preferable. However, heavier deposits of fat can be expected in the flank, brisket, plate and cod or udder as well as over the rump, sirloin and chuck. Since carcasses differ considerably in fat distribution and since it is the total amount of trimmable fat that is important in evaluating cutability, it is very important that the quantity of fat deposited on the various parts be evaluated very carefully.

Muscle Development. Research findings point to the great influence which fat had on cutability and to the importance of fat as an estimator on beef carcass cutability appraisals. Some research indicates that considerations involving carcass fat are three to four times more important than estimates of muscling in appraising for cutability. This is not to say that differences in muscling; i.e., proportion of lean to bone, are small and unimportant. Indeed, muscle-to-bone ratios differ widely and are of significant importance in their effects on yields of saleable cuts in a carcass. To determine the desirability of the shape or form of the carcass, appraisal must be based on an evaluation of the skeleton and associated muscle development in the preferred wholesale cuts. External fat is often a confounding influence in appraising the degree of muscling. The idea that has prevailed for many years - that smooth, blocky, short, deep and compact beef animals produce the most desirable beef carcasses has been proven to be an erroneous concept. In fact, the smooth, deep animals usually produce carcasses that are especially fat along the back line and in the thinly muscled portions along the underline (fore and rear flanks and body cavity wall). A heavily-muscled, properly finished beef carcass will be somewhat irregular in contour because of the variation in the architecture of individual muscles in different parts of the carcass. For example, the round and the chuck in the desirable carcass will be comparable in width, whereas the loin and the rib will be more narrow as a result of the natural shape and form of muscles in these locations. This, along with a slight depression, especially noticeable at the junction of the sirloin and short loin.

Research evidence stresses the value of the trimmed round as a predictor of the yield of saleable cuts from the carcass. For maximum muscle development, the rounds should be wide, plump and long in the cushion. Muscle volume in the round can best be evaluated by a consideration of these important dimensions and in light of the amount of trimmable fat present. Likewise, the loin should be long, wide and full without excessive fat covering. Rib eye area is useful as an indicator of muscling; and further, that an appraisal of the ratio of rib eye area of fat cover at the 12th rib becomes an even more meaningful guide in visual appraisal for yield of saleable cuts. The desirable rib eye is long and uniformly wide with fullness extending well into the blade portion of the wholesale rib. The chuck should have evidence of thickness and fullness as viewed from the back, and again, with a minimum of trimmable fat. The "rough" cuts - brisket, plate and flank - should be as trim as possible for it is in these cuts that excessive fat is often deposited, thereby reducing the yield of preferred cuts and subsequent value. It should be remembered that in appraisals for muscling in the carcass, the dimensions in each wholesale cut which are related to maximum muscle volume are of great importance and worthy of prime consideration.

In contrast to thick, heavily-muscled carcasses, one may find thinly covered beef carcasses that are acceptable from the standpoint of degree of finish but that are too thin and poorly muscled to provide the high ratio of lean-to-bone desired. While the effects of degree of finish are due much consideration on beef carcass appraisal, the importance of maintaining a high radio of both lean-to-fat and lean-to-bone in the preferred cuts of loin, rib and round; especially through emphasis on maximum development must not be overlooked.

Classification and Grading. Meat grading is a specialized form of meat judging. There is a significant difference between judging and grading. In judging a class of carcass meats or wholesale cuts, you are taught to compare one with another in terms of an accepted ideal. Grading involves a grouping into well defined segments according to an ideal or accepted standards for each segment. Proficiency in judging can be, and often is, accomplished without having acquired a very definite conception of grade.

The origin of meat classification and grading probably dates back to the time when man first started trading in this commodity. In appraising the relative merits of meat, the buyer and seller instinctly applied some of the principles of grading. The early markets in this country were highly localized and a distinct terminology developed within each market to describe trade practices and preferences. With the growth of large urban areas and improved transportation facilities, large competitive livestock markets developed. This created an immediate need for more uniformity in grading of livestock and a terminology that could be uniformly applied to all markets so that equitable price comparisons could be made.

In 1916, the United States Department of Agriculture formulated tentative standards for grades of beef. The standards originally were meant to provide the basis for a National Meat Market Reporting Service. They were further refined and evantually declared as the Official United States Standards for Grades of Carcass Beef on June 3, 1926. Since that time, grade standards have been extended to include the feeder and slaughter classes of most species of market livestock and meat derived therefrom. It should be emphasized that the use of federal grades by the industry is on a voluntary basis and in no way compulsary except during periods of national emergency when they have been mandatory in connection with price control programs. Individual packers may, and frequently do, use their own system of grading which may be identified by certain brand names. The system of grading described herein is necessarily limited to that based on the Official Grade Standards of the U.S. Department of Agriculture.

The Department of Agriculture inaugurated the Official Grading and Stamping of Meat in 1927 on a voluntary basis. This service has gradually grown and now is available in every large meat processing or marketing center in the U.S. It is operated on a self-supporting basis, the necessary funds being derived from fees collected from the users of the service. Grading is available upon request of any party having a financial interest in the meat.

Factors Determining Class and Grade. "Class", as used in its broader meaning, refers to carcasses or cuts derived from the same species or kind of animal and having a similar commercial use. Sub-class of carcasses within a specific class or kind of meat usually refers to the sex condition of the animal from which it was derived. It is evident that animals producing a specific class or kind of meat will vary from the best to the poorest individual marketed. Certain of these physical characteristics of a class of meat are associated with its desirability or utility. The grouping of carcasses according to their degree or relative development of these desirable physical characteristics constitutes GRADING. A grade, then, includes a group or segment of a class of meat possessing a sufficiently narrow range in grade-determining factors to provide for a high degree of interchangeability of individual units.

Basis For Quality Grade. The basic consideration in grading meat are two-fold:

1. To reflect or measure differences in the proportion of the more desirable to less desirable parts of the carcass or cut and the ratio of meat to bone.

2. To evaluate the characteristics of the meat which are associated with its ultimate palatability.

Grade, as a measure of these two basic considerations, is based on the development of three major grade factors: (1) confirmation, (2) finish, and (3) quality. Since the contribution of finish is primarily through its influence on both quality and conformation in grading veal and calf and in quality grading beef, lamb and mutton, there is merit in simplifying your analysis to two major factors - quality and conformation. However, in pork grading and in yield grading of beef, lamb and mutton, finish is given direct consideration due to its effect on the yield of cuts of a carcass.

Confirmation. Confirmation, as considered in grading meat, refers to the proportionate development of the various parts of the carcass or wholesale cut and to the ratio of meat to bone. Although primarily a function of the development of the muscular and skeleton systems, confirmation also is affected by the degree of finish. Thus, confirmation is a direct measure of one major consideration in grading meat; that is, the relative proportion of more desirable to less desirable parts and the proportion of edible to non-edible parts.

Quality. The relative desirability of expected palatability of the meat in a carcass or cut is exposed in the general term of quality. Quality is measured primarily in terms of marbling and firmness of lean in relation to maturity. In grading beef carcasses, evaluation of marbling and firmness of the lean is made on the cut surface of the rib eye muscle exposed by ribbing the carcass at the twelfth rib. In grading veal, calf, ovine and pork carcasses, evaluation of the marbling and firmness of the lean is complicated by the fact that these carcasses are graded as unribbed carcasses without benefit of observation of a cut surface of the lean. Consequently, the grader must learn to associate certain other physical characteristics. "Finish" is one of these factors. Finish refers to the proportion, character and distribution of external, internal, inter and intra-muscular fat in the carcass or wholesale cut. Firm, brittle fats are to be preferred to the soft, oily kind. Color of fat is not a grade determining factor. The quality of intra-muscular fat evidenced as marbling in the cut surface of the carcass, or the external and internal indicators thereof, is the most important role of finish in meat grading. Some of these indicators are: feathering between the ribs, fat streaking in the inside of flank muscles, and firmness of the fat and lean. The amount of external fat is one of the least reliable indicators of intra-muscular fat.

The evaluation of the degree of maturity is also an important consideration on the determination of meat quality. Maturity, as used here, refers to the evidence of physiological age in the carcass or cuts as distinguished from the actual age of the animal from which the meat was derived. The principle indicators of maturity are color, size and shape of rib bones; ossification of cartilage, particularly the "buttons" on the ends of the chine bone; ossification of the cartilaginous connections of the sacral vertebrae; and color and texture of meat.

Since increasing firmness and marbling have the opposite effects on quality as advancing maturity, the Federal Standards permit increasing marbling and firmness to compensate, within certain limits, for advancing maturity to maintain the same degree of quality.

By way of summary, excellent quality in meat, as evidenced in the cut surface, usually implies a full, well-developed, firm muscle of fine texture and bright color, containing a liberal amount of marbling and a minimum of connective tissues.

Yield Grade. In 1965, Yield Grade for beef carcasses were adopted by the U.S.D.A. These grades are designed to identify carcasses for differences in cutability or yield of boneless, closely trimmed retail cuts from the round, loin, rib and chuck. The yield grade of a beef carcass is determined by considering four characteristics: (1) the amount of external fat, (2) the amount of kidney, pelvic and heart fat, (3) the area of the rib eye muscle, and (4) the warm carcass weight. Yield grades for beef carcasses are applied without regard to sex or quality grade.

In 1969, the U.S.D.A. also adopted yield grades for lamb and mutton carcasses. Like the beef yield grades, they identify carcasses for yields of boneless major retail cuts, i.e., those from the leg, loin, short rack and shoulder. Factors considered in determining lamb and mutton yield grade are: (1) the amount of external fat, (2) the amount of kidney, and pelvic fat, and (3) the conformation grade of the leg.

Classification of Beef by Sex or Sex Condition. When beef is classified by sex or sex condition, carcasses are divided into five categories: (1) steer, (2) heifer, (3) cow, (4) bull, and (5) stag. There are separate quality grade standards for each category. It should be noted that cows are not eligible for the PRIME grade. The major factors or characteristics of each group will be discussed to clarify the differences.

Steer Carcasses, are recognized by the typically rough and rather irregular fat in the region of the cod, the relatively small pelvic cavity, small "pizzle eye", a curved aitch bone and the typical "bald spot" or lean area above the aitch bone.

Heifer Carcasses, are identified by the very smooth fat in the region of the udder and a slightly larger pelvic cavity and straighter aitch bone than is typical of steers. As a group, heifers tend to be slightly more angular than steers and slightly less thickly fleshed.

Cow Carcasses, are identified by their large pelvic cavity and nearly straight aitch bone. The udder is usually removed but when present, is usually "wet", showing evidence of lactation. The hips are usually at least slightly prominent. Most cows are rather advanced in age when marketed and in such carcasses the bones are usually hard and white and the cartilege at the ends of the chine bones is often completely ossified.

Bull Carcasses, are identified by their disproportionately heavy development of rounds; heavy crested necks; thick shoulders, and large, prominent pizzle eyes. The flesh is usually quite dark and coarse.

Stag Carcasses, usually have characteristics somewhat intermediate between steers and bulls. (A stag is a male animal castrated after maturity.) The typical stag exhibits slightly thick rounds, a slightly thick neck, a pronounced crest, slightly large pizzle eye and in the cut surfaces the meat appears somewhat dark and slightly coarse.

Balancing Quality Grade Factors. The relative importance placed on confirmation and quality differs at least slightly by grade. For example, standards for the Prime and Choice grades emphasize the importance of quality in these two grades. The underlying theory back of this fact is that beef in these two grades is utilized largely by hotels, restaurants and individual consumers whose major interest is the quality of the meat. Superior confirmation which would result in a higher proportion of edible to inedible portions would not sufficiently compensate for a lowering of quality requirements for these customers. In all grades, superior quality is permitted to compensate on an equal basis without limit - through the upper limit of quality - for deficiencies in confirmation. That is, a carcass with mid-point Good confirmation and mid-point Choice quality would be graded "low choice". Since Commercial is the highest grade of beef produced from fully matured cattle, the standards specify the same principles of compensation for variations in development of conformation and quality for that grade as for Prime and Choice.

The application of compensation values between conformation and quality changes somewhat in the lower grades. The Good grade and to an extent, the Standard grade, represents a segment of beef in which the consumer is still interested in a minimum level of quality but is becoming almost equally concerned with the quantitative consideration or ratio of edible to inedible portion. Therefore, in the Good and lower grades, confirmation superior to the minimum required is allowed to compensate for a deficiency on quality - again on an equal basis - but only to the extent of one-third of a grade of deficient quality.

Summary

In retrospect, let's take a look at the two general subjects we have covered and see just how they are inter-related.

The more desired physical properties of meat that lend their characteristics to the quality demanded by the consumer are directly related to the grades of beef. The meat found in the Prime and Choice grades will have more of the desired qualities such as proper marbling, good color for saleability, a fine texture and firmness. Even in the top grades, every individual cut has its proper cooking method and this is an important area of concern. The qualities of structure in each cut of meat dictate the proper cooking method; i.e., amount of connective tissue or lean muscle, for example. As you can see, the consumer really dictates to the industry the type and quality of beef that is marketed. High demand of certain qualities of beef such as Prime and Choice cause these grades to bring the highest prices; this in return will encourage suppliers to being this type of quality to market. That, very simply, is an example of the law of supply and demand.

When evaluating beef as to grades, you will notice that the better grades have less of the negative aspects found in the structure of the beef; such as less connective tissue, less dark cutters, less coarse muscling, more flavor, less water content and more marbling. Therein lies the relationship between structure and evaluation.

In the next chapter, we will go a step further and see how structure and evaluation relate to cooking methods.

CHAPTER VI

Retail Cuts and Cooking Methods

Introduction

Knowledge of cooking methods is very necessary, both to the consumer and the sales person. Any cut of meat can be made tender by using the proper cooking method; likewise, any cut of meat can be ruined by employing the wrong cooking method. So, obviously, the consumer must know the proper cooking methods so that they get full value for the money spent on meat purchases.

The meat cutter must know the proper cooking methods for each retail cut so that the consumer can be assisted in making choices at the meat counter. Being able to assist the customer in this area will tend to build a loyal clientel for the market. Also, a knowledgeable and obliging meat cutter is a more valuable employee. We are all basically in the people business. Our product just happens to be meat; but make no mistake about it, being able to work with people is really the essence of the job.

The main learning objectives in this discussion are, (1) to learn the basic methods of cooking meat, and (2) how certain meat characteristics are affected by the various cooking methods.

The Importance of Cooking Ability. Learning how meat should be prepared is an important part of the meat cutter's training. Self-service markets encourage the customer to ring the bell located over the meat display and ask the meat cutter who answers it how to prepare certain cuts. Knowledgeable answers to these questions must be supplied to the customer. In the service markets, the ability to give proper cooking advice to the customer is even more necessary.

The meat cutter should strive to become a good cook. It is suggested that the apprentice meat cutter plan and prepare at least one main meal per week during the apprenticeship period. The meals prepared should be varied so as to gain experience in all the cooking methods. If a new item is stocked in the market, it should be tried at home if possible; then an informed opinion can be given to the customer if requested.

Characteristics of Meat. "Red" meat (beef, pork, lamb and veal) generally contain more connective tissues and fat than do other types of flesh such as chicken and many kinds of fish. The texture and the amount of connective tissues differ among animals and in different parts of the same fibers and components of the flesh. In cooking, when this connective tissue is destroyed or weakened, the meat becomes more tender.

Methods of Cooking. The most important point to remember about cooking meat is that any cut of meat can be made tender, palatable and flavorful when cooked according to the appropriate method. In most cases the tenderness of the cut determines the cooking method. The cooking methods now in use are described in this section.

Tender Cuts. All cooking methods can be separated into two broad categories or groups. They are "moist heat" and "dry heat".

Tender cuts of meat, with few exceptions, are at their best when cooked with dry heat, such as is used in roasting, broiling, pan broiling and pan frying. When we speak of "tender cuts" we are basically talking about those retail cuts which are taken from two wholesale cuts; the beef loin and the beef rib. The pork loin is considered a tender cut. Exceptions are veal steaks, veal chops and thick pork chops which are usually braised. Pork chops are also commonly grilled, broiled and baked. Young poultry may also be cooked by dry heat methods.

Less Tender Cuts. Less tender cuts of meat are at their best when cooked by moist heat cooking methods. In beef, generally, the less tender cuts are to be found in the two wholesale cuts known as the round and the chuck. Older animals of all species, it could be stated, generally contribute most of their meat to the less tender cuts group. In moist heat cooking, the meat is surrounded by either steam or hot liquid. Slow cooking in moisture softens the connective tissue — the part of the muscle that may not be cooked tender quickly. Braising, for example, is the method by which pot roasts and swiss steaks are cooked. Large cuts such as corned beef and stew are cooked in liquid.

One very important point for an apprentice to remember is this: as you gradually increase your cooking knowledge and skills, you must remember that when assisting a customer on the subject of how to cook a particular cut of meat, KEEP IT SIMPLE. Don't try to "dazzle them with your knowledge". Stay with the basics; moist heat versus dry heat, low temperature versus high temperature, and cooking times are really all the information that is really needed to satisfy most inquiries about cooking meat. Too much information, such as detailed recipes, and such, can many times do more to confuse the consumer than to clarify the subject. There are other sources for more detailed information such as cook books and home economists. Most customers aren't inclined to spend a great length of time at the meat counter discussing recipes. As long as you learn how to answer the questions honestly and accurately, the customer will usually be satisfied. This leads into the subject of salesmanship, which will be covered in a later chapter.

Cooking Losses. Temperature is one of the most important factors in meat cookery. Regardless of the method used, meat shrinks in size and weight during cooking. Water and other volatile substances frequently evaporate from the surface of meat as it cooks. Some fat, water, extractives, vitamins and other substances are also released during cooking, but retained in the pan drippings or cooking liquid. These losses are spoken of as shrinkage or cooking loss. Cooking losses are important because they affect the appearance, palatability and the volume (the amount of cooked meat to be served).

The principle factors helping to control cooking losses are as follows: (1) the TEMPERATURE at which meat is cooked. The higher the cooking temperatures, the greater is the shrinkage. Meat is tender, juicy, flavorful and more uniformly cooked when cooked slowly. Low cooking temperatures also make carving easier and more economical. There is no hard crust to carve through and the more tender meat will hold together better.

(2) The INTERNAL TEMPERATURE or degree of doneness. Shrinkage increases in proportion to the rise in temperature. The degree of doneness or the internal temperature to which meat is cooked may influence its shrinkage as much as, or even more than, the cooking temperature. As the degree of doneness is increased, shrinkage is increased. Pork must be cooked well done, but pork roasts become dry and shrink unduly when overcooked. When cooked to the correct degree of doneness, however, they are juicy and flavorful. In addition, there is more meat to serve.

Cooking Requirements. The meat thermometer is the most accurate guide to the degree of doneness of meat, especially roasts. Cooking time is often used as a guide to the degree of doneness, but at best, the time is only an estimate. Cooking time is usually a guide for broiled meats. Pot roasts, braised cuts, stews and meats cooked in liquid, the tenderness is commonly checked by the insertion of a fork into the meat.

The four factors that must be considered in the determination of the cooking time required are as follows:

(1) The cooking temperature. Even a slight variation in temperature affects the time required to cook the meat to a certain degree of doneness.

(2) The size and shape of the cut. In general, the larger the cut, the fewer minutes per pound required to cook it. However, a chunky cut requires longer cooking time than a flat, thin one of the same weight.

(3) The amount of aging. Cuts from aged beef require slightly less time to reach the desired degree of doneness than those which have not been aged.

(4) The degree of doneness desired. Some people prefer meat cooked rare or rare to medium, while others like meat cooked well done. The meat thermometer eliminates guess work since it indicates any degree of doneness desired.

Methods of Cooking Meat

Basic methods of meat cookery are: (1) roasting, (2) broiling, (3) pan broiling, (4) pan frying, (5) braising, (6) sauteing, (7) deep-fat frying, and (8) cooking in liquid. Frying includes pan frying and deep-fat frying. The method selected for any individual cut depends upon the tenderness of the meat, its size and thickness and the cooking facilities available.

Broiling. Broiling, a "dry heat" cooking method, is suitable for tender beef steaks, lamb chops, pork chops, sliced ham, bacon and ground meat. The steps taken in broiling are as follows:

(1) Set oven regulator for broiling and pre-heat broiler.
(2) Place meat on rack of broiler pan 2 to 5 inches from heat.
(3) Broil until top side of meat is brown.
(4) Season top side with pepper if desired.
(5) Turn and brown the other side.
(6) Season as desired and serve at once.

(Note: Turn meat only once, with tongs; to use a fork will cause the cut of meat to lose precious juices. To use seasoning before cooking and to turn the meat more than once will cause the meat to become less tender).

Pan Broiling. This is another "dry heat" cooking method. The same tender cuts suitable for broiling, when cut 1 inch thick or less, may also be pan broiled or griddle broiled. Pan broiling is also a convenient method for cooking a small steak or a few chops. The steps to be taken in pan broiling are as follows:

(1) Place meat in heavy frying pan or on griddle.
(2) Cook slowly with low heat.
(3) Meat should be covered - no fat or water should be added.
(4) Pour off fat and liquids as they accumulate during cooking.
(5) Brown meat on both sides, turning only once using tongs.
(6) Don't overcook. Season as desired after meat is cooked. Serve at once.

Pan Frying. When a small amount of fat is added or is allowed to accumulate during cooking, the method is called pan frying. Cuts of tender meat and those made tender by pounding, scoring, cubing, grinding or left-over meat may be fried. The steps to be taken in pan frying are as follows:

(1) Brown meat on both sides in small amount of fat.
(2) Season as desired.
(3) Do not cover.
(4) Cook at moderate temperature and turn occasionally until done; serve immediately.

Pan frying is basically a "dry heat" cooking method.

Sauteing. Sauteing refers to cooking food lightly and quickly in a small amount of fat. Only tender cuts of meat are used in this type of cooking. The cuts used for sauteing are scallopini of veal, tenderloin tips, veal cutlets and pork tenderloin. Sauteing is basically a "dry heat" cooking method.

Deep-fat Frying. The cooking of meat immersed in fat is called deep-fat frying. This method of cooking is sometimes used for such items as brains, sweetbreads, liver, croquettes and leftover meats. Usually, the meat is coated with a breading or a coating of flour or corn meal. The steps to be taken in deep-fat frying, a "moist heat" cooking method, are as follows:

(1) Use a deep kettle and a wire frying basket.
(2) Heat fat to temperature (300°F. to 360°F.)
(3) Place meat in frying basket and immerse in hot fat.
(4) When done, drain fat from meat into kettle and remove meat from basket.
(5) Strain fat through cloth. Cool. Cover and store in refrigerator until ready to use again.

Braising. Braising is a "moist heat" cooking method. It is suitable for less tender cuts of meat. Some tender cuts also are usually best if braised, including pork steaks and cutlets, veal chops, steaks and cutlets; and pork liver. The steps to be taken in braising are as follows:

(1) Brown meat slowly on all sides in heavy utensil. Pour off drippings after browning.
(2) Season with pepper, herbs and spice if desired.
(3) Add a small amount of liquid if necessary.
(4) Cover tightly.
(5) Cook at low temperature until tender.
(6) Make sauce or gravy from the liquid in the pan if desired. (Remember the organic extractives are where the flavor is.)

Braising and simmering are almost the same. In both methods, water

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should be added and the pot or kettle should be covered tightly. The meat should be cooked below the boiling point until done.

Cooking In Liquid. Obviously, a "moist heat" cooking method. Large, less tender cuts and stews are prepared by cooking in liquid. This method is normally used in the preparation of meat soups. For variety, a few of the more tender cuts may also be cooked in liquid. The steps to be taken in cooking large, less tender cuts are as follows:

(1) Brown meat on all sides, if desired.
(2) Cover the meat with water or stock.
(3) Season with salt, pepper, herbs and spices as desired.
(4) Cover kettle and simmer (do not boil) until tender.
(5) If the meat is to be served cold, let it cool; then chill in the stock in which it was cooked.
(6) When vegetables are to be cooked with the meat, as in boiled dinners, add the vegetables, whole or in pieces, just long enough before the meat is tender to cook them.

Roasting. A "dry heat" cooking method. The meat should be salted on the fat side only because salt tends to draw out the moisture of exposed lean surfaces of meat. The meat should be placed fat side up and should not be covered or basted, nor should water be added. The best temperature for roasting beef and lamb is 300° to 325°F.

Meat that is boned and rolled requires slightly longer cooking time than does meat with the bone in. The back of the oven is hotter than the front because some of the heat escapes through the oven door. It is necessary to change the position of the meat several times during the roasting period to insure uniform cooking.

There are three unique cooking methods that require special equipment not necessary for the "regular" cooking methods discussed thus far. They are: cooking with (1) the microwave oven, (2) the pressure cooker, and (3) the rotisserie. Let's take a look at each of these and see why they are unique.

Microwave Cooking. Microwave cooking (dry heat) is the newest innovation in cooking. In electronic or microwave cooking, food is cooked by the heat generated in the food itself. Since no true heat is produced, the air, range and utensils remain cool except for possible transfer from the food. The primary advantage of microwave cooking lies in the time saved. Foods cooked solely by microwave do not brown.

How You Will Cook With Microwaves. There are two familiar questions to ask yourself in order to become a variable power microwave oven expert. First: What's to be done with the food you want to microwave - defrost it, heat it, or cook it? Second: What is this food like - volume, or how much; density, or compactness; temperature, before it goes in the microwave; and are any of the ingredients "critical" or sensitive to microwaves?

Answers to these two questions determine cooking time, cooking technique (including things like oven settings, covering, stirring or turning) and utensils used.

The following paragraphs help answer these questions, define necessary microwave cooking techniques and list cooking utensils usable in a microwave oven.

Oven Settings. Settings vary from WARM through HIGH. Cooking time is expressed in minutes and seconds. Check all controls on your oven before beginning to cook. See your Use and Care Manual to make certain that all controls are in the correct position.

Defrosting. Defrosting gradually heats frozen foods to change ice molecules into water without beginning the cooking process. The process must be slow. The variable power DEFROST setting automatically reduces the power for even thawing.

Heating. Heating occurs when microwaves start food molecules vibrating. Porous food like bread quickly heats. Dense food, like meat, should be sliced to heat through without overcooking edges.

Cooking. Cooking is prolonged heating that changes food texture from a raw to a cooked state. Since microwaves are attracted to liquid, fat and sugar, variable power provides energy levels that assure even, quality cooking.

High Altitude Cooking. The usual high altitude adjustments are not necessary in microwave cooking. The only change may be a slight increase in cooking time.

Browning. Sear steaks and chops on a microwave browning grill. Large meat items will brown in a microwave oven because the fat attracts microwaves and reaches a high temperature during cooking. Cakes and breads, however, will not brown in the oven.

Volume. As the volume of food put in the oven increases, the concentration of microwaves in a given food item decreases — so cooking time goes up slightly. For example, one sandwich will heat faster than two.

Starting Temperature. Cold food takes longer to cook than room temperature or warm food. Lukewarm tap water heats faster than cold.

Density. Denser, more compact foods take longer to heat than porous foods. This is because microwaves penetrate deeper into porous items creating instant heat throughout. Microwaves first penetrate the outer portion of dense food and the center must be heated by conduction from the hot, outer edges. A slice of meat, for example, heats in 2 to 3 minutes while a slice of bread the same size takes 30 seconds.

Arrangement. Minimize differences in density, volume or starting temperature of similar-size foods by arranging items in a ring, when possible, so there is no center that must be heated. When food varies in shape or size, place slow-to-heat dense food near the outside of the dish where heating takes place first.

Stirring. Variable power with its lower energy settings keeps stirring at a minimum. However, stirring reduces cooking time for "critical" foods that must be cooked more slowly. Heated portions are moved from the edges to the center — cool portions to the edges where they cook faster. Stirring also keeps "critical" foods from overcooking at edges.

Turning Food Over. Turn over meat and other dense pieces of food to make certain it cooks more evenly.

Covering. Glass covers, plastic wrap, wax paper, glass plates and saucers trap steam and hasten cooking. Remove covers carefully to avoid steam burns. Small pieces of aluminum foil may be used to prevent overcooked spots on large pieces of meat.

Critical Ingredients. This term refers to food items that microwave very quickly and can overcook, curdle or "pop". These foods are cheese, eggs, cream, sour cream, condensed milk, mayonnaise, snails, scallops, oysters, kidney beans and mushrooms.

Standing Time. Cooking continues after food comes from a microwave oven. It is often advisable to undercook or underthaw food slightly and let the process finish during the standing time as designated in recipes.

The Pressure Cooker. The pressure cooker is an air tight utensil used for quick cooking or preserving of foods by means of superheated steam, under pressure. The pressure, which is measured on a gauge on top of the cooker, is measured in pounds. There is a temperature rise in the cooker as the pressure increases. Pressure cooking is used in preserving foods as well as just for preparing meals. Less tender cuts - even stewing chickens - can be made very tender in a relatively short time. ("Moist heat" cooking method, of course.)

Rotisserie Cooking. This is a "dry heat" cooking method. There are rotisseries incorporated into the modern electric range and there are the rotisseries used in "outside cooking" - on the charcoal grills or the gas fired grills. Either way, the cooking method is the same. The meat, usually a rolled roast or a chicken, for instance, is cooked with the spit skewered through the center of the cut and held firmly in place by a fork front and rear. The motor on the rotisserie slowly turns the roast over the fire (coals or gas flame). The meat cooks from the outside in. As the meat is cooking, a crust forms on the outside, sealing in the juices. The meat can be basted as it is cooking, with any desired sauce. A wire basket can be attached to the spit to hold pieces of meat, such as chicken pieces.

Cooking Pork. Pork is highly perishable and required careful handling. It should be kept refrigerated at or near 32°F. Pork cuts cannot be aged. It must be cooked slowly and well done. Cooking pork "well done" will kill the trichinosis germ that could be held within the pork. This is caused by a tiny parasite living in the animal (perhaps one hog in one hundred has this parasite but it is impossible to know which hogs have it). The disease, in man, causes muscular pain, dyspnea, fever and edema. Pork loin requires 35-40 minutes per pound to achieve a well done roast.

General Information. Thousands of experiments on the cooking of meat have been conducted in the research laboratories of colleges and universities and the U.S. Department of Agriculture. These tests have proven that cooking meat at low temperatures causes less shrinkage and produces a more tender, flavorful and juicy product. The meat is also easier to carve. When constant low temperatures are used, less fuel is consumed. In addition, less checking of meat is necessary and cooking pans are easier to clean.

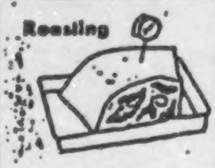
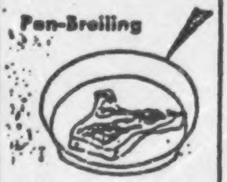
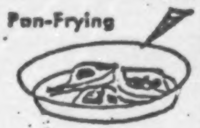
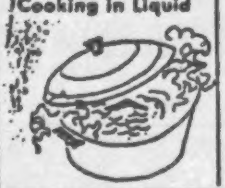
Turning Roasts. In turning roasts, chops, steaks, chicken and fish, tongs should be used. When a fork is inserted into a cut of meat to turn it, juices escape and the meat becomes drier. If a fork must be used, it should be inserted into the fat around the edge of the cut for maximum juice retention.

The internal temperature of large roasts rises after they are removed from the oven; therefore, the roasts will continue to cook for some time. This fact should be kept in mind if one desires meat to be rare or medium rare. It is possible for a roast cooked "medium" to become "well done" after it rests. The best oven temperature for roasts is 300°-325°F.

Cooking Frozen Meats. Frozen meats can be cooked after being thawed, but it is better to cook frozen meat while it is still in the frozen state. Meat cooked when frozen retains its vitamins and proteins. Meat cooked after being thawed tends to be less tender as it loses the natural juices. Moreover, cooking thawed meat raises the cost of the meat because of increased shrinkage. Leftovers can be frozen but they then must be cooked while still frozen. Frozen leftover meat is to be cooked in the same way as a TV dinner - wrapped in aluminim foil and placed in a hot oven.

Cooking Temperatures. For rare meat, internal temperature is 131°-149°F. Medium: 150°-158°F.; and for well done, 159°-176°F.

METHODS OF MEAT COOKERY

DRY HEAT METHODS (*for tender cuts*)		BEEF	PORK	LAMB	VEAL
Roasting 	1. Season with salt and pepper. 2. Place fat side up, on rack in roasting pan. 3. Do not add water, do not cover. 4. Roast at 325° (except fresh pork—350°) until done.	Ribs Rump (high quality) Sirloin tip Meat loaf	Loin Leg Spareribs Ham Picnic Ham loaf	Leg Shoulder	Leg Shoulder Loin Meat loaf
Broiling	1. Set oven for broiling. 2. Broil 2 to 3" from heat until top is brown. 3. Season with salt and pepper. 4. Turn and broil until done. 5. Season and serve at once.	Steaks—rib, loin, T-bone, porter-house, strip Ground	Ham and picnic slices Bacon	Chops—shoulder, rib, loin Ground Kidney Leg steaks	Liver
Pan-Broiling 	1. Place meat in heavy skillet. Cook slowly. 2. Do not add fat or water; do not cover. 3. Turn occasionally to brown and cook meat evenly. 4. Pour off fat as it accumulates. 5. Cook until done (do not over-cook); season and serve.	Same as for Broiling	Same as for Broiling	Same as for Broiling	Same as fo Broiling
Pan-Frying 	1. Brown on both sides in small amount of hot fat. 2. Season with salt and pepper. 3. Do not cover. 4. Cook over medium heat until done, turning occasionally.	Same steaks as for broiling, only thinner Liver	Thin chops Tenderloin Smoked ham slice Bacon	Chops—shoulder, rib, loin Ground Liver	Chops Liver Steak or cutlets Ground
MOIST HEAT METHODS (*for less tender cuts*)		**BEEF**	**PORK**	**LAMB**	**VEAL**
Braising	1. Brown on all sides in fat in heavy pan. 2. Season with salt and pepper. 3. Add small amount of liquid, if necessary. 4. Cover tightly and cook at low temperature until tender.	Pot roasts Short ribs Steak—round or flank Stew meat Liver Oxtails	Shoulder steaks Chops Cutlets Spareribs Liver Heart	Neck slices Shanks Stew meat Riblets Breast Heart	Breast Shoulder Chops Steaks or cutlets Stew meat Liver
Cooking in Liquid 	1. Brown on all sides in own fat or other fat. 2. Season with salt and pepper. 3. Add liquid; cover kettle and cook below boiling until tender. 4. Add vegetables just long enough before serving to be cooked.	"Boiling beef" Corned beef Tongue	Fresh or cured—hocks, spareribs, picnic, butt	Shanks	Tongue Heart Sweet-breads

Summary

The importance of meat cookery knowledge to the meat cutter cannot be over-emphasized. A broad base of knowledge is a must to those that will be working directly with the customer. This includes all meat cutters, sooner or later. It is as much a part of the job as cutting meat. When answering questions from the customer about cooking meat, it is a good idea to keep the answer simple. By staying with basic knowledge, you can generally answer all questions to the customer's satisfaction without becoming too complicated. As a rule, customers are looking for quick, accurate and simple answers. This chapter has touched on the basic cooking knowledge necessary to take care of the customer.

The main "problem solver" is to know which cooking methods work best with each cut of meat. Study the accompanying chart and the main cuts with the correct cooking method. This, along with your active practice in cooking occasionally at home will give you the knowhow necessary.

In a general sense, the wholesale cuts that yield most "dry heat" retail cuts are the beef loin and the beef rib. The wholesale cuts yielding the most "moist heat" retail cuts are the beef round and the beef chuck. There are, of course, exceptions to these rules.

We have discussed the eight basic cooking methods plus three others. The eight basic cooking methods: (1) roasting, (2) broiling, (3) pan broiling, (4) pan frying, (5) braising, (6) sauteing, (7) deep-fat frying, and (8) cooking in liquid. The three unique cooking methods that we discussed were (1) microwave, (2) pressure cooking, and (3) rotisserie cooking.

We also discussed how certain characteristics of meat are affected by the cooking method. For instance, moist heat cooking methods break down the connective tissue found in the less tender cuts making the meat more tender. We discovered that the organic extractives that end up in the drippings or juices in the bottom of the pan are very flavorful and this is why gravies taste so delicious.

The meat cutters with a positive attitude toward the job and their own careers will constantly strive to learn more about this important area of the business. What can you do to further your own experience in meat cookery?

CHAPTER VII

Beef Forequarter: Cutting and Merchandising for Retail

Introduction

When we begin to look at merchandising methods, it is very important that you realize a basic concept which can be applied to any cut of meat. This concept is: Learn More Than One Cutting Method For Each Wholesale Cut. Most meat managers who have difficulty cutting a good gross have only one cutting method for key items. The result of this is that the competition dictates the pace at which they must run - just to keep up. You see, if you have only one cutting method and the competition cuts prices on an ad, you may have no alternative but to follow suit. If you develop a second cutting method, however, you can remove yourself from at least some of this competition. Don't allow yourself to be put in the position of "following" the competition. Be a leader. This can be done very easily with the right attitude and the imagination to step out in front and develop your own second, yes even a third or fourth, cutting method! A top rate merchandising program will keep you ahead of the competition and still have a healthy gross profit. Competition is so very keen in the retail meat business that it is really imperative that to survive and prosper, you must develop these attitudes and the merchandising techniques necessary.

You can prevent a lot of problems in the first place if you set up a basic program in which you laways have at least two ways of cutting all the wholesale cuts. This way, each method will account for a smaller share of your total tonnage, so no piece-cutting competitor can hurt you very badly.

Here are two more problems that are easily solved when you have more than one cutting (or merchandising) method.

(1) If sales should slow up, it could indicate that your cutting method does not appeal to enough customers. A change in cutting method may be all that is needed to get it moving again.

(2) Suppose, on a Saturday morning, you have 15 chucks that you don't want to carry over the week end. It will be easier to sell five by each of three methods than to sell all 15 by one method which is not now producing the desired volume.

One more point: there will be times when shifts in the supply situation will make a particular wholesale cut available at a very attractive price. If you have a variety of cutting methods, you will be able to take advantage of the price break, build volume and increase profits.

A word of warning: if you are cutting meat for a chain store operation, it is imperative that you always work within the company's merchandising policies.

The main objectives of this chapter are as follows: (1) to learn several cutting methods for each wholesale cut in the forequarter, and (2) to develop the attitude which will encourage original thinking in the area of merchandising and cutting methods.

The Beef Forequarter

The beef forequarter, which is 52% of the beef side, consists of three primal cuts. They are: (1) cross cut chuck, (2) the 7 x 10 rib, and (3) the beef plate.

The yield of each of these wholesale cuts is:

1. packing house style rib (7x10 rib)	17% of the forequarter
2. beef plate	15% of the forequarter
3. cross cut chuck	68% of the forequarter

Breaking the Beef Forequarter. There are several variations of breaking for a forequarter. Described below is a basic method used quite commonly throughout the industry. Step by step as follows:

(1) Counting from the neck, insert the steak knife between the 5th and 6th ribs.
(2) Cut, in a straight line, between these ribs, through the shoulder blade to the back bone.
(3) Extend your cut across the forequarter through the breast bone.
(4) With hand saw, cut through the back bone.
(5) Then saw through the breast bone.

Now you have the forequarter separated into two pieces: (1) cross cut chuck and (2) rib plate section. The cross cut chuck section includes the chuck, brisket and shank. The rib plate section includes the 7 x 10 rib and the navel-end portion of the plate.

(6) Place plate rib section on cutting table or band saw table.
(7) Measure and mark 10 inches from the edge of the chine bone at the loin end of rib.
(8) Measure and mark same distance on the chuck end of rib.
(9) Saw in straight line between the two marks.
(10) Separate 7 x 10 rib from the plate.

There are some regional breaking variations:

(1) Arm chuck - cross cut chuck with brisket off.
(2) Square chuck - cross cut chuck with brisket and shank removed.
(3) Long plate - brisket and navel end of the plate in one piece.
(4) Beef back - square chuck and 7 x 10 rib in one piece.
(5) Triangle - cross cut chuck, plate on.

Cutting and Merchandising the Beef Chuck for Retail

There are times when your cutting tests will show a lower gross profit than you would like to have. When this happens, what should you do? The first reaction of many meat people would be to raise prices. As a practical matter, however, this tactic could price you right out of the competition. This in turn means lower sales and profits. This is where aggressive merchandising methods can help out. Several cutting methods allow you more flexibility in the operation, higher profits, and a more "interesting" meat counter from the customer's point of view.

"Bone In" Chuck Roasts and Steaks. This could be considered the "standard" cutting method. The arm roasts are cut from the arm side of the chuck, along with the cross rib roasts. They can and should be cut to various thicknesses and sizes to give the consumer more variety and selection. Cross-rib roasts may be cut 3 inches thick, boned, rolled and tied for an additional boneless roast. Flanken ribs are very lean. They are the 2-rib lean piece along the side of the arm roast. They are removed from the roast and sold separately. Braise them. From the blade side of the chuck are cut the blade chuck roasts and steaks. Again, the blade roasts can be cut varying thicknesses for variety. You can bone some blade roasts and sell at a premium.

Chuck steaks can and should be cut and merchandised. Blade chuck steaks are usually cut about one inch thick and can be sold both bone-in and boneless. Arm chuck steaks are usually cut about one inch thick. Chuck steaks will usually sell at 10 - 20¢ per lb. over chuck roast price.

If you are cutting heavy chucks, it can sometimes be a problem to cut small size roasts. The larger blade roasts could be cut in two (the 7-bone area of the chuck especially).

It all depends on the original weight of the chuck and the weight of the retail cuts that sell best in your market. Or, to be more accurate, it depends upon the price of the package which sells best for you. The consumer doesn't necessarily buy meat by weight as we once thought. Most buy according to the price of the package. Why? Because they usually try to stay within a certain price bracket when planning the amount of money they will spend per meal.

A Second Merchandising Variation. With this method, the arm and cross-rib roasts are cut as in the first method. The blade side of the chuck, or "Boston chuck", may be boned in one piece, tied and then cut between the strings to the desired sizes. By cutting one or two chucks in this way, along with the "standard" method will give you more variety in your displays and one more way to move more chucks.

Two More Variations. On the blade side of the chuck, there is a cut that can be difficult to sell because it is somewhat bonier and fatter than the other blade roasts. This cut is the first roast cut from the blade side of the chuck. The first 2½ - 3 inches into the chuck. Here are two more ways to cut this less desirable cut. (1) Make a cut 3 inches thick. Bone it out completely, along with removing most of the excess fat. Then tie the roast and sell this cut only as a boned and rolled chuck roast. This cut is located right next to the beef rib and it is quite tender and delicious. (2) Make a cut 2½ inches thick. Remove all bone. Remove the cap muscle. Then cut the piece that is left into two, 1½ inch "under blade chuck steaks". These make an excellent broiling quality steak.

Now you have three cutting methods for this one particular cut that can be a difficult cut to sell.

Muscle Boning The Chuck. Another method of merchandising chucks is to muscle-bone the whole chuck. With this method, you will wind up with the boneless clod muscle, which can be cut into boneless roasts; the mock tender - or scatch roll muscle - which can also be used for roasting or stewing. Then you will also have the boneless chuck which can be cut into boneless roasts. This section is similar to the "Boston chuck" previously discussed.

List of Retail Cuts We Have Discussed. Let's see just how many different retail cuts that we have discussed.

1. Arm roasts
2. Cross rib roasts
3. Blade chuck roasts (bone in)
4. Blade chuck roasts (boneless)
5. Arm chuck steaks
6. Blade chuck steaks (bone in)
7. Blade chuck steaks (boneless)
8. Rolled "Boston" chuck roast
9. 1st cut rolled blade chuck roast
10. Under-blade chuck steaks
11. Boneless clod roast
12. Mock tender roast (scatch roll)
13. Cross-rib roast (rolled) (cut 3 inches thick, boned and tied)
14. Flanken ribs (the small lean ribs along the side of the arm roast). They may be braised.

Of course this list does not include the "secondary" products such as trimmings for ground beef, stew meat and so on. Remember, that this list is a starting point for your merchandising expertise. Use your imagination and see how many other ideas you can come up with.

The Beef Brisket. The beef brisket is nearly always sold boneless.

The boneless brisket is sold usually in one of two ways. (1) Corned beef brisket - they are soaked in a brine and cured to form "corned beef". Today, few markets make their own. The meat packer usually preserves the corned beef. They provide excellent eating. (2) The second method of merchandising boneless beef briskets is to sell them for braising. Briskets provide excellent flavor. They are also used for pot roast or boiling beef. The drippings contain large quantities of beef extracts, which make a delicious gravy.

A definite slicing plan should be developed. Start at the flat end and slice straight across, perpendicular to the grain or slightly on the bias. This will result in slices perpendicular to the grain slices at the thick end. About two-thirds of the way through the brisket, three distinct muscles with heavy intramuscular fats present themselves. These muscles may be seamed out, trimmed of excess surfact fat and sliced individually.

The Beef Plate. The plate is a low value beef cut, especially in the higher grades (it is wastier in the high grades!) The retailer who is buying "straight cattle" generally will bone out the plate and use the trimmings for grinding. Some short ribs can sometimes be obtained providing they are lean enough to sell.

The Beef Foreshank. The foreshank has many uses. Because of its large amount of connective tissue, it is not a tender cut. However, it is flavorful. With the proper cooking, such as braising or cooking in liquid, the foreshank will become tender. It can be used as cross-cut shank meat for soup meat or used in grinding.

The Primal Cut Beef Rib. The beef rib, in the retail market, has many variations and merchandising methods. We will begin with the whole rib as a primal cut. This is also known as the 7 x 10 rib. The beef rib ranks with the loin cuts as the more desirable "middle cuts" of the beef. There are many variations on how the "prime rib roast" is merchandised, depending on the particular operator.

Let's take a closer look at some merchandising methods for the beef rib.

The Prime Rib Roast. The prime rib roast is a very excellent roast. It is generally considered to be the "king of roasts". The name, however, is a bit misleading. "Prime" rib roast does not denote the government grade. It is simply a name that, over the years, has evolved from a merchandising term to be used as the commonly used name for this particular cut of meat. A far more accurate name for this cut is the "standing rib roast". In meat terminology, the term "standing" denotes the presence of bone, as opposed to the term "rolled" when speaking of roasts, which denotes a boneless cut of meat. For instance, the beef rump roast is commonly sold both ways. So we have rolled rump roasts (being boneless) and standing rump roasts (bone-in).

In this discussion, we will use the more accurate term of "standing rib roast", with the understanding that the term "prime rib roast" is interchangeable; by either name we are talking about the same cut of meat.

The full, or whole, standing rib roast consists of 7 ribs. The small end or the loin end is usually in more demand than the large end or the chuck end. Because the small end is in greater demand, it generally will command a somewhat higher price than the large end.

The standing rib roast will vary from market to market in the way it is trimmed. When the customer is inquiring about the price of this cut, it must be understood that there are these differences in the trim. This can greatly affect the price and the waste factor of the rib.

The basic trim for a standing rib roast is to shorten the ribs to about 2 inches beyond the eye muscle. The blade bone cartilege is removed as well as the back strap. The feather bones and back bones are removed usually. Then all excess fat is removed. Some markets will remove the cap muscle and trim out excess fat from beneath it. Then it is tied on again. Some lean short ribs can be obtained when the ribs are shortened. These, of course, would be considered a secondary product.

Make sure that you are taking cutting tests so that you know exactly how you are coming out profit-wise. Never rely on someone else's tests, Their trim of this cut could be significantly different from yours. This would make the cutting test meaningless.

At any rate, the standing rib roast or prime rib roast is an excellent oven roast. It can be cooked rare or medium with confidence that it will be tender and delicious.

The Rolled Rib Roast. This cut is a close relative of the standing rib roast, with two significant differences. (1) It is completely boneless, and (2) it has, usually, a longer cut from the plate section attached and rolled into the roast. In other words, the rib, as a primal cut, is boned but the short ribs are not removed before the cut is boned. This leaves the longer flap of meat that can be rolled into the roast. The closeness of this trim, again, depends upon the individual operator and the basic philosophy of the market, where trim is concerned.

After boning and rolling, the roast can be cut into various sizes. As with the standing rib roast, the small end commands a higher price than the large end.

The Rib Eye Roll. A rib eye roll may be made by seaming of all the fat and lean that surrounds the eye muscle. The yield is 25 to 27% of primal rib. The rib eye may be used for steaking or roasting. Steaking is a simple slicing procedure. One inch thick steaks are standard for broiling. Another merchandising method is to use the rib eye for "sandwich steaks". These are cut thinly; about ½ inch thick. They make a quick, delicious steak sandwich. The steaks have a very desirable flavor. They are very tender, easy to control portion-wise and economical to use. These boneless roasts are ideal for banquets when speed requires an automatic slicer and very uniform portions and where the maximum number of portions is desired. The crusty roasted surface is desirable.

Cutting Bone-In Rib Steaks. Rib steaks are an excellently flavored steak that, from the better grades, is very tender. When starting with a primal cut rib, the chine bone is removed. The ribs are shortened by cutting off about one or two inches beyond the eye muscle. The exact place to cut will depend on the individual operator, the customer's desires, and cutting tests.

The whole trimmed rib could be cut into steaks, the standard thickness being 3/4 - 1 inch thick. If the whole rib were cut into steaks, the portion from the small end up to the point where the cap muscle becomes significant would command a higher price than those steaks cut from the large end (chuck end) of the rib. Some markets will cut rib steaks only from the small portion of the rib, using the large portion as a standing rib roast, or they will pull the rib eye from the large half and merchandise it as steak or roast. As you can see, there are many variations of merchandising methods. Don't stop with these suggestions, come up with some of your own.

Short Ribs. The short ribs are taken from that portion of the primal cut rib that is removed when the standing rib roast is shortened about two inches beyond the eye muscle. If the short ribs are cut WITH the ribs, in other words cut between the ribs, in many areas this style of short ribs is called a "Texas Rib". Another, and probably more common method is to cut ACROSS the ribs at about a 2½ or 3 inch wide cut. Then the short ribs are cut with a knife between the ribs. Short ribs may be braised or used as boiling beef. The leanest, as in the large Texas ribs, are most often braised and basted with a barbecue sauce.

List of Retail Cuts We Have Discussed. Let's recap and list the retail cuts we have discussed from the Primal Cut beef rib:

1. Prime or standing rib roast (2 prices)
2. Rolled rib roast (two prices)
3. Rib eye roast
4. Rib eye steaks
5. Rib eye sandwich steaks
6. Rib steaks (bone-in small end)
7. Rib steaks (bone-in large end)
8. Short ribs
9. Texas short ribs
10. Combinations of roasts and steaks above.

At the risk of being repititious, when you are cutting ANY CUTS of meat, always grade out your trimmings, making sure to merchandise all qualified cuts and pieces for stew meat, cube steak material, fat and lean trimmings.

One more secondary merchandising method is in using the cap muscle when pulling the rib eye. The lean portion of the cap muscle may be trimmed out, cut in thin strips across the grain for beef stroganoff strips.

Summary

We have taken a look at the beef forequarter, from breaking to cutting each primal cut, bone in and boneless, and we discussed some merchandising techniques. As stated before, don't think upon these cutting methods as the sum total of all merchandising ideas. These ideas make up a list which should be added to constantly.

All ideas and all methods do not work in all markets. You must be observant. Watch your customer's buying habits; the type of customer as to age, size of family and income. These factors will show you which cutting methods are most likely to work best. You must learn to be flexible and adjust your merchandising and cutting as circumstances dictate. Seasons change, neighborhoods change, traffic patterns change, and economic factors change. This is why your attitude and frame of mind are so important to a profitable, growing business.

How many more thoughts can you list for merchandising the beef forequarter?

One important factor that should be stressed over and over has to do with trimming retail cuts and processing of the trimmings. Be constantly aware of what you are doing. You need to know how close a trim your company wants on the retail cuts, and trim them accordingly. This can have tremendous impact, positive or negative, on gross profit. At the price per ounce of meat today, consider the amount of gross profit affected if you can leave an extra 25¢ on each retail cut that is processed in a week! On 10,000 packages per week, this would mean an extra $2,500 gross profit. Think about it!! Conversely, you could be losing this much by trimming off too much, not boning clean, or not sorting out your cube steak, stew meat material and sorting your trimmings.

This used to be known as a nickel and dime business; but at today's prices, we are looking at dollars!

CHAPTER VIII

Beef Hindquarter: Cutting and Merchandising For Retail

Introduction

The following chapter is intended only as a guide, not as a comprehensive course. The reason for this is because of the infinite variations in cutting and merchandising methods within the industry. One main goal, of the entire text, is to stimulate the reader to think and use your own ideas along with the accumulated knowledge of the industry.

The percentage yields used in the text are based on (1) U.S.D.A. Choice carcasses, and (2) the particular specifications of the text.

The same thought holds true here as when we were looking at forequarter cutting and merchandising. Have more than one cutting method available. This is imperative and if you need a refresher, it is suggested that you re-read the introduction to Chapter VII.

The learning objectives are the same as Chapter VII also. (1) To learn several cutting methods for each primal cut in the hind quarter, and (2) to develop the attitude which will encourage original thinking in the area of cutting methods and merchandising.

The Beef Hindquarter

The beef side is separated, at the packing house, into the forequarter and hindquarter. This break is made between the 12th and 13th ribs. The hindquarter yields approximately 48% of the side. The hindquarter primal cuts and yields are as follows: (1) trimmed loin - 37%; (2) round - 49%; and (3) flank, fat and kidney - 14% of the hindquarter.

The breaking of the side between the 12th and 13th rib will leave one rib on the hind. One point of interest — Canadian packers break 2 rib hinds and 11 rib forequarters.

Before retail cuts can be cut, the hind must be broken down into primal or wholesale cuts. There are several variations on breaking for retail. Usually the company will have a method that is required to be used because their price structure is based upon cutting tests using a certain breaking method.

Beef hindquarters can be broken "on the rail", while hanging that is. Breaks can also be done "on the block", either bone side up or bone side down. Individual meat cutters will develop a preference one way or the other, depending on their experience.

We will describe two basic breaking methods for "straight cattle". Beef can be purchased as "straight cattle", that is with the flank, kidney and hanging tender in tact; or —— it can be purchased as "trimmed" or "streamlined" cattle. On trimmed cattle the whole plate section is removed on the forequarter and the flank, kidney and hanging tender are removed, at the packing house, from the hindquarter.

Breaking "Straight" Hindquarters on the Rail. At the rib end of the loin, locate and mark with your knife, a point 10 inches from the protruding edge of chine bone. From a point where the knuckle (sirloin tip) and the codfat naturally separate, make a slanting knife cut in a straight line to the point marked on the rib end of the loin. Hook flank and saw through rib bone to remove the flank. Remove kidney knob and hanging tender. (The hanging tender will only appear on the left hindquarter.)

With your thumb, locate the edge of the stifle cap by the dip where bone and meat join. Cut, with a steak knife, straight in at this point until you meet the leg bone. With the blade hugging the leg bone, cut all the way down until you hit the rump knuckle bone. Turn your knife at a 45° angle from the previous cut and cut straight out. This will remove the knuckle or sirloin tip triangle out of the hindquarter in one piece.

Measure about 1 inch down from the aitch bone and mark with knife. Measure about 2 inches and mark from the outside on bottom round (on the opposite side of the area that the sirloin tip was removed from.) Draw an imaginary line between these two points. Cut between these two points. Draw another imaginary line from the cut on bottom round side across the meat side of hind, to the second caudal vertebrae. Cut through to the bone. Continue the separation of loin and round by sawing the bone at the rump and tail bone. Hook loin before separation is complete. This will produce a "standard retail break".

If you compare the loin and round you have just broken with a loin and round purchased separately from the packer, you will notice a significant difference. The knuckle (sirloin tip) is not removed in one piece before separating the loin and round. The packer actually cuts the knuckle in half with a portion of it left on both the loin and the round. One cut is made from the back bone right through the sirloin tip (knuckle).

The "retail break" lends itself much better to retail merchandising.

Breaking the "Straight" Hindquarter on the Block. Lay hindquarter on block, bone side up. With the steak knife, cut a straight line parallel with the aitch bone (but approximately 1 inch away from the aitch bone) all the way across the round and the tip (knuckle). Cut the bone with saw. This leaves you with the loin and rump intact and the round and full sirloin

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tip together. (Remove the flank, kidney knob and hanging tender as you did with the hind on the rail.)

Cut a mark about 1½ inches from the aitch bone to the second caudal vertebrae. Saw through bone and cut through the meat with a knife. This cut separates the full, bone-in rump from the loin. The sirloin tip is removed from the round by cutting the tip with a steak knife, starting at the dip just below the stifle cap and cut with the steak knife following the leg bone through to the open face, thus separating the tip from the round.

Cutting and Merchandising the Beef Loin for Retail

"Standard" Cutting Method. The primal cut known as the Full Beef Loin is made up of two separate cuts known as "sub-primal" cuts. They are: (1) the sirloin butt, and (2) the short loin.

The three basic retail cuts derived from the full beef loin are sirloin steaks (from the sirloin butt) and porterhouse steaks and T-bone steaks, both cut from the short loin.

When cutting the full loin completely into steaks, begin with the sirloin. Standard thickness for loin steaks across the industry is 3/4 - 1 inch thick. The sirloin steaks, when cut, are divided into three groups. (1) the wedge bone steak (the first 3 steaks from the large sirbutt end of the loin), (2) the flat bone steak (approximately the next 3 or 4 steaks), and (3) the pin bone sirloin (the last 2 sirloin steaks next to the porterhouse). These steaks are sometimes sorted out and priced separately. Many times, however, they are not separated. This depends upon the management.

The porterhouse and T-bone steaks are cut from the short loin 3/4 - 1 inch thick. Numbers of each type of steak cut from any given beef loin can vary due to the confirmation of the carcass and the thickness of the steaks. The only difference between the T-bone and porterhouse steaks is the size of the tenderloin. The porterhouse has the larger tenderloin. There really is no hard and fast dividing line between the two. It will vary from market to market. It has even been known to vary from day to day in one store. This is largely due to supply and demand. Porterhouse usually sells for at least 10¢ per lb. more than T-bones. If porterhouse are selling very well, the "borderline" steaks (between T and porterhouse) will be merchandised as porterhouse.

How Much Tail. One question for which you will need an answer is how much tail --- or flank , you should leave on these cuts. This will be dictated by company policy as to how close you will trim retail cuts. This factor is of utmost importance because price structure is based upon cutting tests using definite cutting methods. Other factors involved with closeness of trim are the depth of the fat covering over the steak, roast, etc. Trimming of retail cuts is one area where the professional meat cutters will earn their salary. Consider this point. At $3.00 per lb. for a steak, you are selling this cut at nearly 19¢ per ounce. Therefore, an ounce of fat or meat left on a retail cut means an extra 19¢ of PROFIT. If a meat cutter, through carelessness, inadvertently trims off an unnecessary ounce or two, this is PROFIT LOST! This is bottom line money! If your market processes 1,000 packages of trimmed retail cuts per day and you can add 19¢ profit on each of these packages, in a 6-day week you could realize an extra $1,140.00 of extra profit —— or lost profit if you are trimming too close! Significant? That is an extra $59,280 per year! This is why a positive attitude and an ability to use common sense is so important to the meat cutter.

This is why, when the meat department is having gross profit problems, there are a lot of "little things" to look for: (1) red meat in the bone barrel; (2) improper trim on retail cuts; (3) poor sorting of trimmings - grinding, stew and/or cube steak material; (4) improper refrigeration; (5) poor rotation practices, or (6) unsound merchandising techniques.

If this sounds as if you have heard or read this before, you are right! And you will hear them many, many more times as time goes by. DO NOT TAKE THE LITTLE THINGS FOR GRANTED IN THIS BUSINESS. These "little things" accumulate until they represent your profits —— and your job!

Merchandising the Beef Loin - Boneless

Sirloin. The sirloin has different names in different areas of the country. As a matter of fact, it has more names than any other wholesale cut. Some of these names are:

(1) a whole sirloin
(2) sirloin butt
(3) sirbutt
(4) loin end
(5) steak piece (in parts of Canada)
(6) head loin (on the West Coast)
(7) a hip (in Boston)

The sirloin butt is separated from the short loin by cutting them apart at the pin bone. The first step in boning the sir butt is to remove the tenderloin. The sir butt minus the tenderloin is known as a "shell". After the remaining bone is removed, the boneless sir butt is "squared up"; steaks may be cut for retail. Standard thickness is about 1 inch. Begin cutting from the large end of the boneless sir butt. The retail cuts derived from this piece are known as boneless top sirloin steaks. From the better grades, they are an excellent broiling or grilling steak. Also, delicious when roasted.

Boning the Beef Short Loin. To bone the short loin, the first step is to remove the tenderloin. The remaining piece is known as the strip loin. To bone the strip loin, cut the chine bone off on the power saw. Cut deep enough to separate back bone from the finger bones. Remove these bones and you have a boneless strip loin. The retail steaks cut from this piece are known as New York strip steaks, or top loin steaks. They are also excellent broiling steaks when cut from the better grades. It is excellent roasted also.

The Beef Tenderloin. This cut offers a variety of very acceptable uses. Steak is the primary use and usually the best economically. Since the diameter of each cut will vary, a carefully planned cutting procedure should be worked out. There are many variations. The steak is rated very high because of tenderness, although it has little flavor.

The tenderloin may be roasted whole or with the thin tail portion cut off. When roasted whole, it is a good idea to either cut the whole tenderloin in half, crosswise, or fold the thin end over the thick side and tie the roast. A string about every inch or so across the length of the roast. The roast may be larded by inserting thin strips of back fat with a larding needle to improve flavor and increase juiciness. The cover fat is sometimes trimmed before roasting.

For steaking the tenderloin (filet mignon) the trim is arbitrary as to "how much" to trim off. However, most often the tenderloin is trimmed down to the red meat, including the removal of the silver skin. Steaks are cut to varying sizes as customer demands dictate. They are sometimes "butterflyed" to make a larger steak. Many times the customer requests that the steak be flattened down (usually with the flat side of a cleaver.) Sometimes the customer will request that the filets be wrapped with a strip of bacon and secured with a toothpick.

List of Retail Cuts We Have Discussed. Let's recap for a moment and see how many retail cuts we have cut from the beef loin.

(1) sirloin steak
(2) T-bone steak
(3) porterhouse steak
(4) top sirloin steak (or roast)
(5) top loin (New York strip) steak (or roast)
(6) beef tenderloin roast
(7) filet mignon (tenderloin steak)

As a good meat merchandiser, can you think of some other cuts or merchandising variations that could be used at retail?

The Beef Round. Most retailers need more and more volume to combat the ever increasing cost of doing business. The larger the number of pounds of meat you sell, the smaller the share of the expense load to be carried by each pound. This means, then, that when we are working on narrow margins, we must go for volume.

Rounds are a key item in building the volume needed today. Why? Because round steak is purchased primarily by the kind of family that uses a lot of meat - the middle income group. This group, as a general rule, tend to have somewhat larger families than the average.

This explains, incidentally, why many stores, whether chains or independents, need more rounds than they normally get out of their carcass beef. Extra rounds are usually more profitable than carcass beef, also. But --- make sure that you are taking your own cutting tests. Do not rely on someone else's tests or theories as to what is most profitable for your situation.

Round Steak. Whenever the discussion turns to rounds, the first cut that probably comes into the meat cutter's mind is "round steak". This is true, especially in the midwest, where most retailers sell round steak with the bone in. In these areas, round steak could be the largest volume steak in the meat department. The reason is obvious; they represent a good buy for the consumer because they have so little waste. Homemakers have found that even though round steak may sell at what they might think is a fairly high price on a per pound basis, this is one cut that gives them a low cost per serving.

This cost per serving figure can be a very significant merchandising tool if used properly. In this day of high prices, the consumer should be encouraged to think in terms of the cost per serving rather than the cost per pound. It is much more realistic and accurate.

When cutting round steak, the first item to consider is the rump. If you merchandise your rumps as bone-in roasts, you must simply saw the rump off the round, roughly parallel to the aitch bone. Cut it off an inch or so into the round from the aitch bone - to provide the rump with a more saleable face.

If your market merchandises the rump as a rolled roast, it is suggested that you remove the tail bone and aitch bone while the rump is still attached to the round. This involves a key principle in making your job easier. This is the principle: whenever possible, remove bones from the larger cut of meat rather than working off a smaller piece. It is easier and safer. To prove the point, all you have to do is pull the aitch bone from a rump already separated from the round and do the same with a rump still attached to the round. The weight of the larger piece tends to remain more firmly in place while you are working on it.

The round steak is cut by placing the round, top round up, on the table or block. With a steak knife, remove the dark edge which you will find over the top of the round. Then transfer the round to the saw table, top round up. Set the thickness for 3/4 inch thick. Thickness of the steaks is arbitrary, depending on what is needed. Many times round steaks are merchandised at several different thicknesses.

How Far To Go? One question which will need an answer is just how far down into the round you should cut for round steak. You will find there is always some disagreement among meat cutters as to how far down you can cut and still use the label "round steak" and use it legitimately.

There are valid reasons, however, for two chains in the same down differing about how far down they want their cutters to go. Much depends, for example, on how they plan on merchandising the heel of the round. One very important point, though, is that you must follow your company's basic cutting policy for the following reasons:

(1) The meat department pricing structure is based upon a set of yields that are based on meats being cut according to company policy.

(2) If the company has more than one store within the town, you will have customers who shop at both stores. These customers have a right to expect the same basic cuts in both stores. Also the same degree of trim.

(3) Perhaps most important, the company's basic policies have been developed with a view to giving the customer full value for every dollar spent for meat. This means, then, that you are not really doing the company any good if you try to earn extra profit by cutting too far down —— and selling poorer cuts at a full round steak price.

More Beef Round Merchandising. Many stores will need more rounds than they get from their carcass beef. If, as has been stated, extra rounds do in fact yield a higher gross than carcass cattle, why shouldn't you be buying and selling more extra rounds?

Many times management will receive negative comments from their meat cutters pertaining to extra rounds. They traditionally don't like the angle at which the packer breaks the round from the loin. This, however, is not the basis upon which we make the decision to buy extra rounds or not. This decision should be based upon your own cutting tests.

A second reason that some meat cutters hesitate to use extra rounds is that they claim they will have difficulty merchandising round steaks if the rounds received are heavier than those normally taken from carcass beef at store level. This is not sound reasoning.

As a practical matter, heavy rounds invariably cut more profit than do lighter weight rounds because they usually have a higher ratio of meat to bone. All that you really need to know to take advantage of this extra profit potential, then, is how to cut a small steak out of a heavy round. It is not difficult at all. In fact, there is more than one way to do it.

Merchandising Heavy Rounds. The first method of cutting a smaller steak from a heavy round is to cut a full, regular round steak and then simply cut it in half crosswise. Merchandising the boneless half a dime or so per pound higher than the bone half. By and large, this method of cutting a round steak is not too popular. It is really an old-fashioned method more likely to be found in smaller, one meat cutter shops where the cutting methods and merchandising practices have stagnated for some time.

The second method is to cut a full, regular round steak, and then separate the top round from the bottom/eye round section by cutting through the seam that runs down the middle of the full round steak. When round steaks are split this way, the bottom usually sells for the same price as a full round steak. The top round then commands a premium of perhaps a dime per pound. The bone left with the top round is usually removed. It goes without saying that retail cuts are trimmed for maximum eye appeal to the customer. These top round and bottom round steaks may be cut in half or even thirds to merchandise even smaller steaks.

Not enough retailers merchandise steaks for individual servings out of rounds. We will discuss some more ideas a little later when we look at "fabricating of the beef round".

Getting back to "how far to go" on the round for regular round steaks — many retailers will cut center cut round steaks to the point where the pocket of fat in the center has started to diminish. Then they will cut off one thick slice for sale as a Swiss steak. These, of course, should be sold for less than the center cut round steaks. Labeling them as swiss steak suggests a different cooking method. Swissing suggests a cooking method (braising) more than a specific cut of meat.

Round steak roasts is another merchandising technique. Cut 3 or 4 times as thick as round steak. Cut in half crosswise or at the seam for top and bottom roasts.

The heel of round is the cut you will get after cutting round steaks down as far as practical. Here again, a good merchandising program dictates that you have more than one cutting method. Number one is using the heel as a pot roast. Number two is using the heel for stew meat and grinding.

Beyond the heel of round, we have the hind shank which can be cut across the shank in 1 - 2 inch pieces for cross-cut shank meat for soup. Knuckles may be used as soup bones with an appropriate amount of meat left on. The shank may also be boned for grinding meat.

An important point to remember is this: try to do your boning as you go, rather than tank it to do later - in the evening or at a time "when you are not so busy". When you postpone the boning you will invariably lose much stew meat and cube steak material because it will darken and lose all eye appeal while waiting to be processed. This means for all boning at all times.

Fabricating The Beef Round. In areas selling a lot of boneless cuts, it is often standard procedure to bone the whole round at one time. This can be accomplished either on the block or, more often today, on the rail. The trick is to find the natural seam between each section - the top round, the eye of the round, and the bottom round.

As the round (minus the tip) is hanging on the rail, these are the steps involved in muscle boning the round. (The terms muscle boning, seaming and fabricating are interchangeable.)

(1) Remove meat and fat in the pelvic cavity inside of the aitch bone.
(2) Trim tail bone off and excess fat on the top round (also known as the "inside").
(3) With boning knife, loosen the aitch bone. You are using a hook in the other hand.
(4) Cut the shank meat through to the bone at a point about four inches below the achilles tendon.
(5) With boning knife, loosen the shank bone all the way around. As you do this, the boneless round will "drop" when you have it loosened all the way down to the aitch bone.
(6) Loosen the aitch bone all the way and the boneless round will hang loose below and still attached to the aitch bone.
(7) Using your hook and boning knife, cut straight in (horizontal cut) just below where the round is attached to the aitch bone.
(8) Cut in to the first seam. Follow seam to remove the top round.
(9) Cut in to the second seam. Follow seam to remove the eye of the round.
(10) Remove the fat and trim from the inside of the bottom round by starting at the seam in the rump area and follow that seam with the tip of your boning knife.
(11) Cut the bottom round loose from the aitch bone.

You now have the top round, eye round and bottom round in separate, fabricated sub-primal cuts. When the round is fabricated in this manner, the rump roast becomes part of the above mentioned cuts.

If you have a large demand for rump roasts, whether you merchandise them rolled or bone in, the rump could be removed before the round is seamed out.

Merchandising the Fabricated Boneless Round Cuts

The TOP round is many times sold as top round steaks, also called "family steak". These are cut 1¼ - 1½ inches thick. They make an excellent braising dish. These are cut across grain.

The top round can also be cut with the grain (lengthwise) in two, three or four sections for rolled top round roasts.

The EYE of the round is cut for individual steaks at about 1 inch thickness for braising. From top choice or prime grades they can be broiled. They are of passable quality if broiled medium.

The "eye" can also be sliced thin for sandwich or breakfast steaks.

The "eye" can also be sold whole or cut in half for a roast.

The BOTTOM round can be cut across grain, after being trimmed, for boneless bottom round steaks (cut 3/4 - 1 inch thick). The bottom round is the least tender of the three sub-primal cuts from the fabricated found. The bottom round may also be sold for a boneless roast for braising. It has excellent flavor.

A special steak may be cut from the bottom round. One cut from the rump side is cut off about 4 or 5 inches from the end of the piece. Turn the piece fat side up. Cut a 1/2 - 3/4 inch strip through the fat but not through the meat. Remove the remainder of the fat on the back side of this piece. Stand the piece "face up" and flatten down with the side of a cleaver. This cut is known as a rump steak and is of excellent flavor and tenderness when cut from the better grades.

Preparing the Round for Cutting Round Steak (While on the Rail). In many high volume markets where the breaking is done prior to the day's cutting to facilitate more production, the rounds to be cut into steak may be prepared to a saw ready state quite easily. If you are rolling the rumps, remove the aitch bone completely, and the shank can be removed by cutting through the meat all the way around the bone about 4 or 5 inches below the Achilles Tendon. Then, finding the joint (knee), cut through the tendon and the saw-ready rouhd will drop off, ready to cut.

The Sirloin Tip. The full sirloin tip, also known as a knuckle, as pulled out of the hindquarter is a boneless, triangular piece of meat that can be used equally well as steak or roasts. It can be split down the middle using the solid side for steaks. These are cut about 1 inch thick for broiling. The other half is tied and sold as a roast. The side used for roasting has a fatty area on one side of it and this is removed, leaving a flap of meat. This is the side that is roasted (and tied).

The tip can be sold whole (8-10 lb. roast); it can be cut for steaks from the whole, producing a triangularly shaped steak.

The split tip can be cut thin for "sandwich" steaks. Another method of merchandising is to cut the entire tip into cubes (1½ inch) for fondue or kabob meat.

As you can see, it is a very versatile piece of meat.

The Beef Rump. The rump roast is an excellent roast whether it is merchandised as a boneless or bone-in roast.

The bone-in, or standing rump, is a trimmed, bone-in rump. The tail bone and the knuckle are removed. The rump then can be sold in one piece, or cut in half by making a vertical cut through the face about in the middle, splitting the roast in half.

The boneless, rolled rump is made by removing the aitch bone and the tail bone. The roast is then "opened up" by cutting the seam in the face of the rump, separating the top and bottom. All the internal tissue should be removed to insure a tender roast.

There are several methods of proportioning the rolled rump so it is reasonably uniform in thickness from one end to the other. Basically, they all have the same objective: to transfer a piece of meat from the thick side to the thinner or smaller side of the roast. One method is to cut a piece, perhaps 2 inches wide, off the sirloin side of the rump. Trim off the outer fat and skin, move it to the "hollow", that is on the opposite side of the rump. The rump is lying face down on the block or table. Tie one string lengthwise on the roast - just "snug it up". Don't pull it tight. This string is to hold the roast firm and in place while you tie the roast.

The strings are tied around the roast about 1 - 1½ inches apart. Every meat cutter seems to have a favorite way of rolling a rump roast. The method discussed here is just one of many. It is safe to say that if you aren't sure which method is "best", find out the method that your management wants. The criteria by which to measure the "best" method is two-fold — saleability and cutting tests. These are the two measurements that ALL meat cutting judgements should be based on.

The Beef Flank. The whole flank is a by-product of breaking the hindquarter. The components are: (1) a flank steak, (2) beef trimmings, and (3) considerable fat.

To "pull" the flank steak, locate it near the center of the full flank. Score the skin around it. Then pull this serous membrane covering the flank steak. Score and pull the steak from the thick membrane below it. The flank steak is used for London Broil beef roulades, swiss steak and other by-products.

The hanging tender is a by-product item. To remove the kidney, split the kidney knob, pull the fat away from the kidney.

List of the Retail Cuts We Have Discussed From the Beef Round:

(1) regular round steak
(2) regular round steak - thin
(3) regular round steak - thick
(4) swiss steak
(5) heel of round roast
(6) heel for stew/grinding
(7) shank meat for soup
(8) trimmings for grinding
(9) heavy rounds - split for ½ round steaks
(10) round steak cut crosswise in half
(11) rump roast, bone-in
(12) rump roast, boneless
(13) top round (family steak)
(14) eye of round steak
(15) eye of round steak - thin cuts
(16) eye of round roast
(17) bottom round steak
(18) bottom round roast
(19) sirloin tip roast, whole or split
(20) sirloin tip steak (regular) split
(21) sirloin tip steak (thin) split
(22) rump steak
(23) kabob meat or fondue meat
(24) full cut sirloin tip steak
(25) flank steak

These merchandising ideas should give you food for thought. See if you can come up with some more items.

Summary

We have taken a comprehensive look at retail merchandising and cutting the beef hindquarter. It should be evident that there are many, many methods for merchandising the retail cuts. Merchandising is limited only by the imagination. The only criteria for measuring success in merchandising (of any cut of meat) is cutting tests and saleability.

Cutting methods will always be dictated by the customer (saleability). If it doesn't sell, you can't be successful.

You must be aware of which cutting methods will yield the most gross profit (by taking your own cutting tests).

By measuring your day to day operation by these gauges, and being sensitive to market changes and adjusting to them, you can't help but be successful. When speaking of market changes, those included are seasonal changes, economic conditions on a local level, population shifts, changes in competition, and availability and price of product.

(1) Seasonal changes simply pertains to the way eating habits change as we go from winter to summer or vice-versa.

(2) Local economic conditions relates your daily business to the local employment picture and the amount of spendable income available to the customer.

(3) Population shifts means the way a neighborhood can change in terms of actual numbers of potential customers and the changing age patterns of consumers.

(4) **Changes** in competition can mean a new store going up in the area, a remodeling of a competitor (or your own remodeling), or a different concept of merchandising entering the local business arena such as a high volume no-service type of discount operation, etc.

(5) The availability of product and its price, of course, will have a great influence in a retail operation.

CHAPTER IX

Boxed Beef

Introduction

The meat industry, in one form or another, has been around as long as man has been on the planet. It has evolved, through the years, to what it is today. We have gone from slaughtering out behind the market to specialized packing houses with the most modern machines. The distribution system has truly become world wide. Health protection systems have evolved. We've gone from hand cutting to power saws. We've seen our retail markets go from small service markets to the giant self-service, chrome and glass extravaganzas of today.

Today we are looking at yet another innovation coming upon the scene. It is a major change in the way we will be handling beef (and other species as well) at the retail level — BOXED BEEF.

It is natural to resist change. It is also necessary to adapt to new and better methods as they evolve. It is important for you to cultivate an attitude that is receptive to new ideas. This is not to say that you should accept every change that comes along; just be open-minded enough to look at new ideas, trends, changes of all kinds. Weigh their merits, see if they fit your operation. Try to project your views a few years down the road and see how a new idea will fit in then with your operation and also within the industry as a whole.

Boxed beef is such an idea. This is the practice of breaking all beef at the packing plant in which it was slaughtered. This does not mean the breaking down into primal cuts, but also into sub-primal cuts. Boxed beef is also known by such names as block-ready beef, knife-ready beef, market-ready beef and saw-ready beef.

Retailers who have traditionally used straight cattle or streamlined carcass, will find some adjusting in their thinking necessary when they go to boxed beef. There is usually some natural resistance to boxed beef from meat cutters too. New cutting tests should be made to make sure that your pricing structure is what it should be.

The Packer Processing Boxed Beef. Carcasses for the boxed-ready beef program are specially selected. They are broken down into the standard primal cuts like ribs, loins, rounds and chucks; with two exceptions: they cut a square rib and a square chuck, just as we do at retail. They also break the hindquarter more in line with retail needs.

Each of these wholesale or primal cuts is then broken into sub-primal cuts as follows:

Chuck:

1. The arm or shank is always removed.
2. The atlas joint and throat meat are removed from the neck.
3. The chuck is split in two behind the knuckle, leaving an arm side and a blade side chuck.

Rib:

1. The short ribs are removed.
2. The chine bone is trimmed off on the saw to the point where the individual steaks and roasts need no further trimming.

Loin:

1. The flank is cut off short, usually to the point where the T-bone and porterhouse steaks need no more trimming of the tail.
2. The chine bone is also trimmed to where the steaks need not be trimmed here individually.
3. The sir butt may or may not be separated from the short loin.

Round:

1. Tail joints are removed.
2. Excess cod fat is trimmed off.
3. The aitch bone or pelvic bone is removed.
4. The shank bone is removed at the stifle joint.
5. The shank meat may or may not be removed.
6. The sirloin tip (knuckle) may or may not be removed. Usually, it is.

Each sub-primal cut is trimmed according to specifications. For example, excess fat is removed. Generally, the packer does not remove as much outer fat covering (or "bark") as the retailer would like. Nevertheless, far more waste is removed from these than was ever removed from standard ribs, loins, rounds and chucks.

Each cut then is placed into a specially designed transparent bag. The air is removed from the bag, forming a vacuum. As a result, the bag shrinks and fits the meat so snugly that it takes on the shape of the meat.

This vacuum bag actually insulates the meat against temperature change, such as when refrigeration is lost in transit. Of even greater importance perhaps, is the fact that the bag promotes sanitation, both in transit and at the retail level.

What's the biggest stumbling block to changing from carcass beef to sub-primal cuts? It is prejudice on the part of meat cutters. Especially the older cutters. They have always been prejudiced against the packer's beef cuts. (Now, this is a very generalized statement and there are many good meat cutters that are open minded and willing to give an idea a try.)

However, there was a time when these complaints were fully justified because the packers did not break their best cattle into primal cuts. They primarily broke those carcasses that they were unable to sell in carcass form. Thus, the quality as well as weight ranges often varied widely.

A second and perhaps more valid reason for dissatisfaction with beef in general and packer beef cuts in particular, lay in the fact that they were buying from packers in terminal markets like Chicago, Kansas City or East St. Louis. These packers could put together a daily kill only by buying from a large number of small feeders. There would even be days when they would take their share of nondescript cattle just to put together a kill. As a result, the quality of cuts available could vary widely from one day to the next.

Today, however, beef slaughter is completely changed. An ever increasing share of our beef comes from packers who specialize in beef. They do not operate on terminal markets. They have set themselves up out in the country in the vicinity of a number of feed lots, some of which may feed several thousand cattle at one time. One result, then, is a degree of uniformity to a kill today that no one ever had before.

We should recognize, too, the tremendous strides that have been made in the field of beef production in recent years. A complete discussion would take a book of its own. We can, however, point out two of the most important developments which need to be understood:

1. There was a time when cattle were 4, 5 or even 6 years of age when slaughtered for beef. Today, very few cattle are over 18 months old. This narrow range in ages of live animals produces a correspondingly narrower range in quality of beef.

2. In those days, a very small share of all beef sold would grade CHOICE. Today, however, a very high percentage of all beef available would grade CHOICE, even though it might be marketed under a brand name rather than a government grade.

To make a long story short, the new beef packers have little difficulty buying the kind of live animal that will produce the kind of cuts retailers want.

Basic Problems of Boxed Beef. There are a lot of retailers for whom boxed beef would solve a number of their problems. Many times they will hesitate to try it if they have heard of other retailers who have tried it and given up because of some inherent problems that were encountered. Most times, an honest attempt to understand the problem would have provided a solution. This points up an underlying attitude problem. The reluctance of a lot of retailers to adapt to change (or even give a new idea a fair trial.)

Of all the complaints registered, there are three that stand out as being blamed for poor case life and lack of appearance by retailers. They are: (1) Odor when the bag is first opened; (2) Leakers; bags with air leaks; and (3) Purge, the juices that accumulate inside the bag.

Fortunately, none of these problems need be feared. They need only to be understood. Let's take a look at them individually.

(1) ODOR. One complaint often heard is that boxed beef has a strong odor when first opened. In view of the fact that some retailers have had no problems whatever with odor, we need only develop an understanding for the practices which would cause unappetizing odors. Here are the four most important ones:

A. UNFRESH CARCASSES: The most common cause for beef with an odor is packing unfresh cattle. Some short sighted packers, when they first set up their vacuum-pack program, used the bag as an outlet for beef that had lost its bloom. The wise packer, on the other hand, will get their beef into the bag as soon as internal temperature has been brought down after slaughter.

B. SECOND-HAND BEEF: You invariably have odor whenever you have second-hand beef going into the bag — such as a chain store or a cooperative group breaking their own beef for vacuum packaging. The bacterial actions responsible for the odor will have had plenty of time to develop before the beef ever went into the bag! From a technical standpoint, the vacuum is seldom 100%. This means there is still enough oxygen in the bag to encourage the bacterial actions involved in further deterioration of the product. The one and only way to minimize problems with odor is to use beef that went into the bag at point of slaughter — as soon as the internal temperature was brought down.

C. TRIM: Some packers do not do a very good job on trim. The term "trim" as used here does not mean the length of the flank left on the loin or the length of the rib left on the beef rib. It pertains to the type of trim necessary to remove meat with excess bacteria. The neck of the chuck, for example. If the packer does not do a clean job of trimming the throat meat on a chuck, a lot of bacteria will be left to thrive. This is also true of the dark meat on the top of a round (inside).

D. INTERNAL TEMPERATURE: Most packers try to get their beef into the bag as soon as the internal temperature is brought down after slaughter. However, there can be a difference in the temperature targets of individual packers. Most companies bring the internal temperature down to 40 degrees or even 38 degrees F. Some packers, especially those who are consistently low in price, may put beef in the bag at 50 degrees F. instead of the customary 38-40 degrees F. This minimizes the shrinkage they take, but you may have three distinct problems with their product: (1) you will absorb the shrinkage, (2) you may have beef that does not "set up" when you try to cut it, (3) you will have very poor case life.

There are those who say you can reduce the temperature down after the beef is in the bag. Then there are those who say you can lower the temperature in the truck, while in transit. These methods seem questionable at best in view of the problems that occur with beef that was fully chilled before shipping (i.e., beef has been known to arrive at store level in a less than chilled temperature due to weather conditions and mechanical difficulties.)

One more point — a carton strong enough to meet stacking requirements when it contains beef cuts that do not fill the box is also thick enough to be a good insulator. Doesn't it follow, then, that if the box will keep cold air in, it would keep warm air in too?

To make a long story short, whenever a packer loads warm beef in a truck, you are bound to have trouble with bacteria and odor. You can buy this beef cheaper but what value is it to save 1% in your purchase price if you have to lose 2 or 3% at store level? This, incidentally, is one reason grosses drop when a retail organization first enters a boxed beef program. The drop in gross profit is not the fault of the basic program; rather, it lies in trying to buy on the basis of price and price only. As in the case of carcass beef, you usually get just what you pay for.

(2) LEAKERS. There are four types of leakers:

A. A PIN HOLE: As a practical matter, there is no reason whatever to file a claim on this kind of product. Damage to product is minimal. In most cases, costs of processing this kind of claim will exceed the loss by a substantial amount.

B. IMPROPER CLIPPING: This is one of the most common causes for leakers. If not clipped tightly in the first place, or if the clip should work loose, you will get a loose-fitting bag, with air inside.

C. SPLIT BAGS: This is often caused by rough handling. Some meat people feel that because the meat is in a box it can be thrown around, dropped, etc. This is not the case at all. Boxed beef MUST BE HANDLED WITH CARE! Rough handling by throwing or even dropping will cause bags to split. When bags are split because of a bone tear, there is seldom any harm done to meat because only bone will be exposed.

D. HOOK HOLES: Believe it or not, vacuum-packed loins and ribs have been seen hanging on hooks in coolers. For best results, get rid of those "trees" when you start a boxed beef program.

When boxed beef first came on the scene, there were serious problems with heavy cuts, because the bags would often break as the boxes were handled. This, incidentally, is the reason some packers were slow in getting into the practice of vacuuming full beef loins. Cuts as heavy as a whole loin tended to shift in the box and exert undue pressure on the bag, causing it to break open. For this reason, it is always a good idea to check for leakers when you receive a delivery.

(3) PURGE. "Purge" is a term that refers to the accumulated juices in a vacuum bag of beef. Vacuum-packed beef has been known to accumulate a pound or more of juices in the bag between time of arrival at the store and time of cutting. When this happens, what should you look for? Basically, you will find that this product has not been kept under proper refrigeration. As you know, juices will always flow from meat when it is kept any length of time at temperatures much above 30-32 degrees F. Here is a list of things to check:

A. RECEIVING PRACTICES. Make sure that vacuum-packed beef is stored under refrigeration immediately upon receiving. If it is allowed to remain in the loading dock area or in the cutting room without refrigeration, you will soon have flowing juices. This will also affect the color of the fat. The meat will lost its "bloom" sooner and therefore its eye appeal and it will also have a shorter case life.

B. COOLER TEMPERATURE. Maintain a cooler temperature as low as possible without freezing the meat. This means a cooler temperature of 30-32 degrees F.

C. FREEZING. If vacuum-packed beef should ever happen to freeze, it will "bleed" more readily. It may, on occasion, freeze over the weekend or overnight when the cooler temperature will be driven down even more, because of the fact that the cooler doors remain closed and therefore no temperature is lost. Retailers who have the most difficulty with freezing are often the same ones who stack their vacuum-packed beef too close to a blower coil. The solution to this, of course, is to simply move the boxed beef away from the coils.

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D. WORK PRACTICES. A fourth cause of excess juices in a bag is bringing beef out of the cooler too far ahead of the time it is needed for cutting. (A well-refrigerated cutting room will minimize this.) One practice that has been used, but should certainly be discouraged is bringing the boxed beef out of the cooler and into the cutting room the night before it is to be cut. It isn't difficult to see that this not only causes excess juices in the bag but also encourages the bacterial actions involved in the loss of bloom. To minimize juices, bring the vacuum-packed beef out only as it is needed; certainly no more than you plan on cutting in one batch. This is especially true of hindquarter cuts in general - rounds in particular. Hindquarter meat always bleeds faster than forequarter meat. This is because of the muscle structure - muscle bundles are coarser, for the most part, in the forequarter and they also have more connective tissue than hindquarters.

What about beef that has excess juices on arrival? This you may not be able to control. You can, however, report it to the plant from which the beef originated. They can then check such factors as the following: (1) truck refrigeration, (2) loading dock procedures, (3) refrigeration practices all along the way.

ADVANTAGES OF BOXED BEEF:

Boxed beef solves so many of the retailer's problems that the advantages need to be enumerated. It is an impressive list of advantages.

(1) Sanitation. Perhaps the most important single advantage to this new concept is in the area of sanitation. It is much more sanitary than swinging beef, being completely free of contamination from such sources as meat hooks, rust from rails, oil from trolley wheels and shoulders of truck drivers. We are not going to be allowed to buy meat from any supplier whose driver drags a quarter of beef across the floor of a truck.

(2) Safety. Beef in a box is much safer than either quarters of beef or wholesale cuts hanging from trolleys on rails. There have been too many accidents in this business with hooks falling from rails, catching on clothing, etc.

(3) Longer Case Life. Boxed beef, when properly handled, will give you significantly longer case life than carcass beef or standard primal cuts. This product will keep for two to three weeks without loss, shrinkage or spoilage — providing it has been properly handled.

(4) Less Work In Receiving. The labor costs involved in receiving boxed beef are much lower than for either carcass beef or the standard primal cuts.

(5) More Sales Per Man-Hour. Higher sales per man hour are achieved when your meat cutters do not have to break carcass beef - plus all the extra time spent with the boning involved with carcass beef.

(6) More Time For Merchandising. One excuse used when a low gross occurs is that "there isn't time" to do the necessary things that will produce a higher gross. Boxed beef eliminates this excuse because it allows more time for merchandising.

(7) Less Time Needed To Fill Cases. When setting up the display cases at the beginning of the week, boxed beef will take less time to get your displays up than carcass cattle, simply because there is less work involved.

(8) Faster Service On Special Orders. It is much easier and faster to cut meat for special orders from boxed beef than it is to take these out of a quarter of beef. You will also have less shrink on the cuts that are left on the week end because any time you break down a whole quarter of beef to get a special steak or roast, you will have excess shrink and trim.

(9) Better Eating. The beef actually ages and becomes more tender in the bag. It is also juicier than the beef you get with ordinary aging as done when beef is allowed to "hang" for a week or more.

(10) Less Trim On Aged Beef. With boxed beef you now can age your beef without the excess costs in shrinkage and trim. One additional point, the "regular" way of aging beef in your cooler creates a lot of bacteria. Some bacteria may travel by air currents. This means that they can affect the bloom on other meats without touching them.

(11) Less Shrinkage. Carcass beef will easily shrink 3 to 4 percent in weight between the time it arrives and the time it is sold. Boxed beef, when properly handled, will lost no more than ½ of 1%.

(12) More Uniformity In Retail Cuts. There is much more uniformity, for instance, in the length of the tail on porterhouse steaks when the flanks have been removed by a cutter making just one cut all day - on every hindquarter. (As is done in a packing plant.) When flanks are removed at store level, you will find a wide variation in the lengths of the tails on steaks. Why? Because no two retail meat cutters cut and trim the same way. Take a look at steaks in your meat case. The variation in the length of the tails will amaze you. The reader with supervisory experience in a chain will know

what it is to look at the cuts in the case and be able to tell which of several meat cutters broke the beef.

(13) Good For Fluctuating Volume. Large volume markets, where meat sales may run from $50,000 to $100,000 per week, can have serious problems if volume drops off. For example, with a change in weather, volume could possibly drop $15,000 to $20,000 over the weekend. A lot of meat could be left in inventory. If this surplus inventory is in the form of carcass beef broken at store level, the shrinkage and excess trim can be very costly. With vacuum-packed beef, there is neither excess shrink nor excess trim. You don't open it if you don't need it. It's as simple as that!

(14) Lower Equipment Costs. A great deal of money will be saved when equipping a new store. There will no longer be a need to install rails in the cooler when boxed beef is used. Rail scales are also unnecessary.

(15) More Accurate Inventories. More accurate inventories will be achieved with this product as opposed to using carcass cattle and standard primal cuts. With boxed beef, the person taking inventory need only record the weights off the cartons. With carcass beef and primal cuts, the inventories, in reality, are usually not accurate for one simple reason. The meat cutter taking the inventory will "estimate" the weights of swinging cattle and cuts rather than take the time to roll the beef out to the rail scale and weigh it properly.

(16) Better Gross Profit Control. You will have much closer control over gross profit percentages when you can charge beef in as sub-primal cuts than when you are billed for carcass weights; that is, it is much easier to take costs off invoices for unopened primal or sub-primal cuts when the weights and costs are known than it is to guesstimate costs on primal cuts broken at store level from carcass cattle because the primal cuts broken at retail are not broken the same as a packer break. Therefore, the cost is many times estimated inaccurately.

These are advantages for the retailer using boxed beef. Some of these advantages are diminished somewhat when comparing boxed beef with trimmed cattle rather than straight carcass cattle. Trimmed cattle will compare more favorably with boxed beef in the "advantages listed", No's 5, 6, 7 and 12.

Boxed beef has some advantages to the meat packer which are the "prime movers" in changing the industry from carcass cattle to boxed beef. These advantages are:

(1) Lower Distribution Costs. Distribution costs are much lower for boxed beef than for either carcass beef or standard wholesale cuts. A shipper counts on 55 carcasses to a truckload, but 90 carcasses when they are boxed. Rail cars and most trucks designed to handle swinging beef must return empty, partly because of sanitation problems. With boxed beef, the need for rails is eliminated. The possibility of pay loads both ways is opened up.

(2) Higher By-Product Credits. The packer is able to get a much better price for fats and bones than the retailer can. One reason for this is that fats taken off in a federally inspected plant can be used in edible products. Fats picked up at store level must be classified as inedible and return very low prices.

EFFECTS OF HUMIDITY AND TEMPERATURE ON MEAT SPOILAGE

While discussing the relative keeping qualities of boxed beef and carcass cattle, it might be beneficial to you to have an overview of meat preservation methods.

To keep foods edible, it is necessary to control the action of three agents that work together toward decomposition. They are: bacteria, yeasts and molds. As far as the meat cutter is concerned, yeasts and molds are relatively unimportant. While beef is held in the cooler for aging (carcass cattle), yeasts, molds and bacteria often have an important part in giving the desired flavor to aged, tendered beef.

Bacteria: The spread of bacteria through foods may be prevented by five basic methods:

(1) Refrigeration. Because bacteria work best between 70 and 90 degrees F., the temperature is usually reduced to 30 to 40 degrees F. to retard bacterial action.

(2) Drying. When moisture is removed from meat, the action of bacteria is prevented. Removing most of the moisture helps to preserve certain types of meat, fish and other foods.

(3) Use of High Temperatures. Most forms of bacteria are destroyed by a temperature of 212 degrees F. — the boiling point of water. Meats that have been cooked at this temperature or higher are usually safe to eat.

(4) Sterilization and Exclusion of Oxygen. Since a high degree of heat will destroy bacteria and since many forms of bacteria require oxygen, meats may be preserved by sterilization and exclusion of oxygen.

(5) Curing. Curing creates conditions within the meat that retards the action of bacteria. Salt, smoke and other processes help to cure meats. The meats are then preserved for food by keeping them cool.

DISCOLORATION

Any one of the following could cause meat discoloration:

(1) A slight leak in the cooling box refrigerant into the circulating air of the cooler may cause a gray-to-black discoloration.

(2) Old meat or meat at warmer temperatures than normal might change color when being moved from the cooler to the display case.

(3) Ultra violet lights of various germicidal lamps might cause discoloration.

(4) Carbon monoxide and other gases from poorly vented heating systems will discolor fresh meats.

(5) Excess exposure to air and light will discolor meat.

Poor grades of meat discolor faster under any given conditions than the better grades. The fat covering found on the better grades of meat helps protect the meat against direct exposure to the air and prevents the meat from drying out too quickly. The better grades of meat have well proportioned fat - this beef may be held for aging. The meat (carcass beef or primal cuts) is most successfully aged by hanging, after trimming the rough cuts (flank, plate, etc.) off, in a suitable place in the cooler for 7 to 10 days; some prefer 14 days or even longer. Aging of meat gives flavor that some customers like and appreciate.

All of the above factors mentioned regarding the effects of humidity and temperature on meat spoilage (on carcass beef) are held to a minimum with boxed beef. However, the attributes of boxed beef regarding keeping qualities and longer case life should not be used as an excuse to be lazy or inefficient in buying habits. The walk-in cooler was not intended to be used for long term storage. We are in business to sell meat - not to store it! It is very easy to develop the mentality that the longer life of boxed beef excuses us from prudent buying and sloppy rotation of product. Nothing could be further from the truth. If we fall into this line of thinking, we will create more problems than we solve.

GETTING STARTED IN A BOXED BEEF PROGRAM.

A primary question which is bound to come up is this: "Should we go 100% boxed beef immediately or should we feel our way along, going into the program gradually?"

There really is no reason why the entire operation cannot be converted to boxed beef at once.

If you are with a chain organization, however, there can be a good reason for taking one division at a time. You may even convert one store at a time. The major problem that must be overcome is resistance from meat cutters. We know that it is human nature to resist change and meat cutters are no exception to the rule. This is why an extensive educational program for the meat personnel is so important.

When the program is begun, a few key personnel (who are believers in the new program) should be selected. When they are trained in the concept, they can then be utilized in training the remaining personnel. Remember, developing a positive attitude is the key to success! One of the biggest mistakes made in the past has been to introduce boxed beef with no orientation for meat cutters at store level.

WHAT ABOUT GROUND BEEF?

Many supermarket executives feel that ground beef is the single most important item in any meat department. Some even feel that it is the most important item in the entire store for building customer confidence. Supplying it fresh, every hour of the day, has long been a problem. With boxed beef, however, your worries on this score virtually disappear. Trimmings from the carcasses are coarsely ground and placed in "keeper casings" immediately in the plant in which the beef was slaughtered. Ten, fifteen and twenty pound units are probably the most popular sizes.

Once you get coarsely ground product that has been vacuum-packed at point of slaughter, you will have eliminated the most common causes for ground beef losing its bloom in the display case. After all, if trimmings are ground as soon as removed from the carcass, they are bound to be at their peak of freshness when they go into the bag. Surely it is not difficult to see that ground beef made from this raw material will have much longer case life than ground beef made at store level from trimmings that are several days old.

QUALITY CONTROL

Another major advantage is close control over quality in ground beef. Take, for example, the fat-to-lean ratio. The large mixers used in a packing plant do a much better job of mixing than do our mixers at store level. The percentage of fat to lean can be controlled much more effectively.

SUMMARY:

We have seen how boxed beef is different from carcass beef. We have looked at the main disadvantages (odor, leakers and purge) and we have counted many advantages to using boxed beef at retail. We have also looked at major advantages to the packer. To be perfectly candid, the advantages to the packer are the main reason that boxed beef is the "wave of the future". As it becomes more and more in use, there will be less and less quality carcass beef available and it is just a matter of time before boxed beef will be the only way to buy beef. This commentary is not meant to be critical of boxed beef, but simply a recognition of the realities of a changing business.

One inherent, potential weakness in any boxed beef program is in abusing the keeping quality advantages by thinking in terms of "how long I can keep it", rather than thinking in terms of sales.

We saw that the attitudes of meat cutters is the area of most concern in converting to boxed beef. However, with a proper training program, it will develop into a very profitable program whose advantages far out weigh any disadvantages that may occur. Think of boxed beef as just another step forward in an ever-changing industry that is in a constant state of evolution. Use it to your advantage.

CHAPTER X

Grinding and Cutting Room Procedures

Introduction

Ground beef is, in the opinion of most meat people, the single most important product to the store's reputation and for encouraging customer loyalty. If you think that you have heard this before, that's good! It bears repeating. Think about it. There are few people that do not consume a significant amount of ground meats in their diet. There are many reasons for this. Some of them are: (1) relatively inexpensive meals can be prepared with ground meats, (2) a very wide variety of uses, (3) provides very tasty dishes, (4) no loss in food value when compared to more expensive cuts, and (5) easily prepared.

From the retailers viewpoint, a strong merchandising program along with strict quality control standards will serve the retailer well in (1) encouraging customer loyalty, (2) attracting new customers, (3) keeping your trimmings moving, and (4) significant contributions to gross profit.

It can be said that ground meats are the foundation upon which successful retail meat operations are built.

In this chapter, we will look at such topics as (1) rules and laws in Minnesota, (2) quality control (which is very much inter-related with cutting room procedures), (3) merchandising, and (4) pricing.

One very important point should be made here. When laying out a text on the subject of meat cutting and merchandising at retail, it is important to maintain clarity and still emphasize one key point; and that is: All Of The Tasks and Subjects Discussed Within The Pages Of This Book are Inter-Related With Each Other During The Normal Daily Operation Of A Retail Meat Operation. Do not look upon each area of discussion as a separate entity. They all come together at the "bottom line". Gross profit, sales and customer satisfaction are the ultimate measuring sticks used to judge your success.

In this chapter, an attempt will be made to tie the various operations together to give you an overall picture of a cohesive meat operation.

A look at cutting room procedures is entirely appropriate in conjunction with the subject of grinding meats because grinding becomes the ultimate use of meats coming from most of the other areas that we have discussed.

For instance, there is a "flow" of work when cutting beef. As the various cuts are made, the trim on each cut must be carefully done to assure just the right trim on the retail cut. Don't cut more off than is necessary to sell the cut — and don't leave more bone and fat on a cut than will sell. The trimmings are separated. Cube steak and stew meat material are separated along with fat and lean trimmings. All these things will have a bearing on how much trimmings you have available for grinding; if you have too much trimmings they may get old. This will affect your ground beef. So, as you can see, these tasks are, in fact, all tied together. A let down or slip in one area can and will affect all other areas — and ultimately, your gross profit.

This is why a meat cutter must have a positive attitude toward the job and must be able to think of what is being cut. Mental errors need to be held to a minimum. Even the most skillful meat cutter in the world can not cut a good gross profit if mistakes are made through mental errors. There is a very fine line between profit and loss in this business, and your mental attitude along with the ability to concentrate on your immediate task have a significant impact on how effective you are as a meat cutter.

With these thoughts in mind, the main objectives of this chapter are (1) to learn the basic principles behind a successful ground meat program, and (2) to learn how certain cutting room procedures affect the ground beef program and the operation over all.

Grinding Meats - Quality Control

The act of grinding meat is performed through the use of a mechanical grinder which literally chops or cuts the meat into small pieces. The meat is "pushed" through the grinder head by a steel auger. It is forced, under pressure, through a 4-bladed knife and a steel "plate" which has holes that the meat is pushed through. There are usually three different plates that can be used, with different sized holes to produce a coarse or fine ground product. Merchandising of ground meats is aided immensely by varying the texture of the grind through the use of different sized plates.

Only if the grinder or chopper, as it is often called, is kept in top condition will ground meats have good color, texture and eye appeal to the consumer. Should the meat not flow from the chopper in cleanly cut spaghetti-like threads, the chopper should be stopped and checked.

It is standard procedure to grind most meats twice to better mix the fat and lean — and to improve appearance. To grind more often than twice will heat up the product, spoiling the appearance. It looks fatter than it really is and it will appear "mushy".

After the meat has been ground once, it must be mixed. In the "old days" this was done by hand. Then mechanical mixers came along where the meat was churned and mixed by revolving steel blades.

Ideally, a mixer/grinder that attaches to the grinder can be used (in large volume markets). Then the meat is ground once, it moves into the mixer/grinder where it is mixed and then ground a second time - then to be ready for sale.

To Produce Ground Meats With Good Color and Bloom:

(1) Use only quality meats. Do not attempt to salvage meats by grinding.

(2) Keep meat under refrigeration before and after grinding - and if possible during grinding.

(3) Be sure the plates and knives of the chopper match; otherwise the meat will be forced back into the cylinder, becoming a pulpy mass unfit for sale. The color will also be destroyed.

(4) Keep knives and plates sharp. When they become dull, replace them immediately.

(5) When grinding large batches of meat or when the machine is in fairly constant use, remove the ring frequently and clean both the knife and plate of accumulated cartilege and gristle.

(6) Tighten the ring by hand always. If it is too tight, the threads on the inside of the ring may be stripped. If it is too loose, there will be insufficient pressure to force the meat through the plate and it will mush.

(7) When possible, keep the grinder in the cooler. Ideally, all the grinding should be done under refrigeration. If this is not possible, the grinder parts should be cleaned after use and stored in the cooler until they are next needed.

(8) Sanitation is imperative. The grinder must be cleaned and chilled after use. It should also be cleaned after grinding one type of meat and before starting a batch of something else; especially when going from pork to beef or a type of seasoned sausage to ground beef.

(9) If it should be necessary to grind frozen meats, first cut them into small pieces. DO NOT FORCE frozen meat into the throat of the machine with the stomper.

(10) Let meat flow freely from the grinder. Do not press or pack down ground meats.

(11) Do not run the grinder without meat in the cylinder; it will heat up.

The three basic necessities for producing a quality ground meat are: (1) fresh trimmings, (2) refrigeration, and (3) sanitation.

Fresh Trimmings: Fresh trimmings are the first ingredient to have a product that has the eye appeal demanded by the consumer. Old or warm trimmings will produce a dull, dark looking product that will lose all eye appeal very rapidly. Its case life is minimal.

Refrigeration: For the best possible results, when producing ground meats, proper refrigeration is absolutely essential every step of the way. To put a number on it, consider 32-34 degrees F. for all refrigeration of ground meats. These steps include the trimmings temperature, room temperature during grinding, equipment temperature, temperature while product is being wrapped and waiting to be wrapped. Product must be placed in refrigerated holding cooler or walk-in cooler as soon as it is wrapped.

Sanitation: As in all phases of any food business, sanitation is not only necessary, it is absolutely ESSENTIAL. Without proper sanitation all along the way, bacteria will begin to grow. This in turn will cause loss of bloom and eye appeal, discoloration and shorter case life and ultimately spoilage will result. An important point to remember is that the product not only has to be fresh when it is purchased but it must also be fresh when it is ultimately consumed. This could be two or three days after it is purchased. Now, obviously it is impossible to control what happens to the product after it leaves the store, short of basic consumer education (which should be encouraged at store level). At least, give the product every chance of staying fresh as long as possible through strict sanitation standards.

Regulations For Ground Meats In Minnesota

Rules governing the sale of ground beef in the State of Minnesota are as follows:

(1) Names such as ground chuck, ground round or ground sirloin are not allowed to be used in merchandising ground beef.

(2) Rather, ground beef must be sold by fat content of the product along with these prescribed names:

    (a) Fresh Ground Beef - may contain not over 30% fat
    (b) Lean Ground Beef - may contain not over 22% fat
    (c) Extra Lean Ground Beef - may contain not over 16% fat

(3) Ground beef of any fat content may not contain meat or fat of any other species (for example, no pork in ground beef).

(4) All species of meat contained in a product must be so listed on the label.

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Fat content can be proven by means of a simple testing machine. State inspectors will come into the store at random times and test your ground beef to varify the stated quality. If the product proves to contain too much fat, the store will be ordered to re-label it properly, remove it from sale, possible fines and ultimate closing of the store if the rules are repeatedly disregarded and not complied with.

Incidentally, tare weights (the weight of packaging materials on any package) are strictly enforced by the State. If an inspector arrives to check tare weights and they are found to be inaccurate, the whole entire display case could be emptied to be repriced.

No artificial coloring may be used in the preparation of the product.

Merchandising of Ground Meats

Ground meats can and should make a significant contribution to gross profit; and, as stated before, these products are a main measuring stick by which your entire store is judged by the consumer.

The key to more gross profit and a wider range of ground meat products for the customer to choose from is a sound merchandising program. Let's take a look, for a moment, at some of the products being sold at retail. Notice how many of those listed are sold in your market. Perhaps you sell some products not listed here. If you do, let's share these with the rest of the class. Discussions, "bull sessions", any exchange of ideas, are a healthy situation and you can't help but learn from each other.

Here are some products currently being sold at retail:

BEEF: (1) fresh ground beef, (2) lean ground beef, (3) extra lean ground beef, (4) coarse "chili" meat, (5) medium coarse ground meat, (6) family paks, (7) lean ground beef patties, (8) lean ground beef ovals, (9) extra lean ground beef patties, (10) stuffed beef bundles, (11) salisbury steaks, (12) regular fresh ground beef patties and (13) ovals, (14) bacon wrapped patties, (15) freezer boxes of patties, (16) prepared meat loaf.

PORK: (1) ground pork, (2) pork patties, (3) breaded pork patties, (4) ground pork "choppies", (5) breaded ground pork "choppies", (6) bulk, link or sliced pork sausage, (7) various mixed, prepared loaves.

LAMB: (1) ground lamb, (2) ground lamb patties, (3) breaded lamb patties, (4) ground lamb "choppies", (5) breaded lamb choppies, (6) ground lamb/beef ovals.

VEAL: (1) ground veal, (2) ground veal patties, (3) breaded veal patties, (4) veal "choppies", (5) breaded veal choppies.

There can be many more ideas for merchandising; they are limited only by your imagination. Sausage items will be discussed in a later chapter.

There are quite a few different systems used in grinding beef. Some operators will trim lean enough so that the trimmings can be ground as is, without adding any lean meat to them when making regular, fresh ground beef (maximum 30% fat).

For lean ground beef (maximum 22% fat) this same operator might be using a ratio of two parts regular trimmings and one part lean boneless cow meat (or scotch rolls or cow rounds). This will vary from operator to operator.

The same shop might produce extra lean ground beef (maximum 16% fat) by grinding pure boneless rounds. Some might add a small amount of suet or flank meat which brightens up the product and enhances the flavor.

There are quite a few ratios and methods used that are favored by one operator or another. The most important factor to consider, whichever way you produce your ground beef, is to stay within the fat content limits set by the state. Another important point — are you making money with your ground beef program?

Other operators will separate lean trimmings to use in extra lean ground beef or lean ground beef, while their fatter trimmings may need 30 to 50% lean meat added to make regular ground beef (30% maximum fat). Bear in mind that there is more than one way and the only way to know which one is best for your operation is to take cutting tests and prove it.

Merchandising and quality control are necessary to obtain the volume needed in ground beef sales to utilize the trimmings generated from the normal day's cut. A healthy operation is one that needs more trimmings than it generates. Yes, this is possible.

It is recommended that ground beef NEVER be re-ground. There will be some doubters over this who say that it is the best or only way to utilize unsold ground beef. Let's look at this problem for a moment. If ground beef that is unsold over night, let's say, and it is slightly dark in appearance, is pulled from the case the next morning and re-ground with some fresh trimmings into a new batch of ground beef for today's sale, the bloom will disappear in a matter of minutes. You are now selling an old product to the consumer that has poor eye appeal. By the time it is actually consumed it is a very poor advertisement for the store.

Some markets will regrind their old ground beef and sell it out in larger units (3 to 5 pounds) as "family pak" ground beef at a reduced price. You will still have the same problems previously discussed.

One very workable solution to this problem is to remove unsold ground beef from the case each morning. Place these packages on pans and freeze. After they are frozen, package this ground beef (each type separately) in 10 lb. bundles in plastic bags. Display these paks in a freezer case and sell out at a discount - perhaps 10 or 20% off the regular price. Adjust the price until the product moves out satisfactorily.

In this way, you will be grinding *fresh* ground beef *every day* without regrinding any at all. The product in your cases will always be fresh, have excellent eye appeal and longer case life (which means longer life after purchase also). Your customer will always be purchasing a fresh product.

Perhaps you can come up with an equally satisfactory solution to this problem yourself. A little later in this chapter we will look into the control of the *amount* of trimmings we have to grind.

A Key Merchandising Tool that no market should be without is a patty machine. They come in various sizes tailored to the volume of the market. One of the best ways to build profits is to promote patties. Any number of items can be merchandised with the use of a patty machine. Look back on the list of ground meat items discussed earlier in this chapter.

It is a good idea to make a few patties fresh every day (the more standard items such as lean and extra lean patties, etc.) The "specialty items" can be made up ahead, frozen in your walk-in freezer and taken out of the freezer as you need them - or sold from a freezer case.

Displays. When discussing merchandising of ground meats, we should look at displays. Besides the normal area set aside for ground meat, it is a good idea to make more than one display of extra lean ground beef and/or patties (fresh) along with your steak displays. Since a large share of consumers buy meat on the basis of cooking methods, perhaps the best prospect for a sale of a high profit extra lean beef patty is the customer that is looking for something to broil or grill. For the same reason, put in a second display of meat loaves in the roast section of the case; especially during high traffic times like week ends.

The "Needham Machine" is an electric/mechanical attachment that is mounted on the head of the grinder for producing various sized packages for self-service operations. The meat comes through the grinder head and into the Needham Machine where it is "rolled out" on a roll of paper and cut off electrically in various size packages to be wrapped and displayed in self-service cases. A good merchandising tool that is essential in self-service stores.

Ground Beef In A Boxed Beef Program

A question most meat cutters will ask when a boxed beef program is begun is, "What will I use for grinding when I have no rough cuts like plates and flanks?" This is a fair question and there is a good answer. You will be able to get coarse ground beef in 10 or 20 pound vacuum-sealed bags, or "sleeves". All that remains to be done is to give it a fine grind.

This program offers five basic advantages. They are:

(1) Time Saver. This product will enable you to make your ground beef in less than half the time it now takes. You won't have to do as much boning, trimming and sorting; nor will you have to stop and change plates between coarse and fine grinding.

(2) Consistent Fat Ratios. The ratio of fat to lean will be much more consistent than when you made your own ground beef out of trimmings from carcass cattle at store level. It is not difficult to see that when one batch is made from chuck trimmings, while the next is made from round trimmings, the fat to lean ratio can vary.

(3) Consistent Flavor. The flavor of ground beef made from this product will be far more consistent than the ground beef you now make. As you know, the flavor of any meat lies, to a large extent, in the fat. It follows, then, that when two batches of ground beef differ in fat content, they will have corresponding differences in flavor. Don't forget that many customers view any "difference" in flavor with suspicion. Here, for example, is a practical illustration from the packing house end of the business. Any time a packer changes the formula used in wieners, for instance, to improve the flavor, there are bound to be complaints from consumers just because the new product tastes "different".

(4) Bloom. Your ground beef will have more bloom — and the bloom will last much longer — if the beef goes into the bag immediately after grinding and the grinding is done as soon as the internal temperature is brought down after slaughter. You cannot hope to get maximum bloom if you use necks, hanging tenders, etc. several days after slaughter.

(5) Sanitation. Sanitation is difficult to achieve when grinding rough cuts such as necks, hanging tenders, etc. that have been exposed to air borne bacteria for several days, to say nothing of the possible contamination from being shipped in the average truck.

Most suppliers put out one basic ground beef product. It is usually just labeled "ground beef". You can order certain variations in fat/lean ratio such as 80/20 or 90/10, etc. As acceptance on the part of retailers improves, a wider variety of ground meats will become available.

Pricing Ground Beef

The subject of pricing ground beef probably belongs in an upcoming chapter on pricing meats. It will be brought up there also. To give you a more all around view of the ground beef place in the scheme of the operation, we will look at pricing now too. It is very important to the overall pricing structure that trimmings are assigned an accurate price on cutting tests. If they are priced too high on a cutting test, the result will be that the test will show a higher gross than will actually be achieved. If they are priced too low, the gross might come up low and there might be a tendency to want to increase prices on other cuts to achieve the desired gross. This could wind up pricing the operation out of the competition.

So the question arises, how should you price trimmings on a cutting test?

EXAMPLE

Retail Selling Price of Ground Beef Management asks for 25% gross profit. Gross Profit is always expressed as a percentage of sales as opposed to being expressed as a percentage of cost.	$1.39 lb.
Gross Profit needed is 25% of $1.39	- .35
Ground Beef can cost no more than	$1.04 lb.

If you are buying boneless cow meat to lean up your ground beef, you must factor in this cost into your ground beef price. For the sake of example, assume that to make a 15 lb. batch of ground beef, you are using 10 lbs. of your own trimmings plus 5 lbs. of boneless cow meat.

From the above example, 15 lbs. of ground beef can cost no more than (15 lb. x $1.04 lb. cost)	$15.60
Boneless cow meat costs $1.20 lb. x 5 lbs., or	- 6.00
10 lbs. of your trimmings can cost no more than	$ 9.60

Therefore 1 lb. of trimmings can cost no more than 96¢ lb.

To earn 25% on selling price, you must add .33 1/3% to cost. In this case, 32¢ lb. would be added to the cost, for 25% gross profit on sales: (96¢ cost + 32¢ gr. pr.) $1.28 lb.

As mentioned before, an in-depth study of pricing will come later; however, this example may serve to introduce you to costing. Read it over several times and make sure that you understand.

Cutting Room Procedures

Ground meats are the ultimate product from the trimmings that are accumulated throughout the day's cuttings. The procedures we will discuss are just simple everyday actions that the meat cutter performs as part of the day's work. The manner in which these procedures are carried out go a long way from separating the top meat cutter from the average or poor meat cutter.

Nowhere are the abilities and attitudes of the meat cutter more apparent than in the way that these procedures are handled in the every day execution of the job. The success of the entire operation depends upon the quality of the work performed by the skilled meat cutter. In essence, this is what you are being paid to do.

The most common cause of cutting a low gross is careless knife work. This results in the operation losing in three ways. (1) you wind up with more trimmings than is necessary, (2) saleable meat that is unnecessarily trimmed off retail cuts - thus lowering gross profit on these retail cuts, and (3) poor sorting of trimmings - too much stew and cube steak material going into trimmings.

A word to the wise, to preface this discussion, bears repeating: Always stay within your company's cutting specifications!

With that thought in mind, let's look at some of the more common causes of problems in the cutting room. When we're finished, you will probably be able to add to the list. The important point here is not to list every conceivable mistake that can be made, but to encourage you to think about these mistakes, be aware of them and make a conscious effort to minimize them in your job. Be aware and think while you are cutting meat.

This leads us to the number one reason for sloppy knife work: (1) meat cutters that are too busy talking about non-work subjects while on the job (idle talk). Whether the subject be personal problems, sports, the opposite sex, religion, politics, or whatever, it takes your mind off your work. No matter how skilled your hands are, they need guidance from the brain!

(2) Another factor in careless knife work is job pressure. As you know, there is considerable on-the-job pressure for speed - getting the work out. Many meat cutters say that they just can't do all the "little" things necessary to raise gross profits. This is an excuse that cannot be accepted. This is as much an attitude problem as anything. The very existence of our jobs depends upon the meat cutter's ability to "cut for profit".

(3) Another critical area to the success of the operation is proper refrigeration. The cutting room is a very crucial area for temperature

control. There should be as little temperature variation as possible in the product - from receiving through the cooler, the cutting room processes, wrapping and ultimately to the display case for sale. Even a cutting room that is maintained at 55 degrees F. can cause temperature problems because that is an approximately 20 degree difference from the walk-in cooler temperature. Meat should not be allowed to "stand around" in the cutting room any longer than necessary. For instance, luggers of trimmings should be put into the cooler as soon as they are filled. Retail cuts should not be allowed to "stand around" too long before wrapping. Whatever is being cut, it should be processed as soon as possible and returned to refrigeration. If the cutting room is not maintained at a cool temperature, if it is at 65 or 70 degrees F. or warmer, the problem is compounded and you must be just that much more diligent.

(4) Stacking retail cuts, that are trayed and ready for wrapping, too high on pans will cause these cuts to bleed and loose their bloom. This, in turn, cuts case life, appearance and saleable weight.

(5) Breaking quarters of beef too far ahead will create excess shrinkage and more dark edges to be trimmed later. Cutting retail cuts too far in advance of need will also cause more shrinkage, excess pull-backs and ultimately, excess trimmings that are not fresh.

(6) Proper trimming of retail cuts. Listed below are a number of areas critical to proper trimming — which, when done poorly, will create excess trimmings, dark meat, low gross, poor case life, lower sales and poor merchandising techniques.

(a) proper scraping of bone dust off retail cuts.
(b) trimming all dark edges from aged beef (not any deeper than necessary)
(c) cutting too much (or too little) chine bone off
(d) cutting too much (or too little) tail off
(e) cutting too much (or too little) stew meat while boning
(f) cutting too much (or too little) cube steak material while boning
(g) cutting too much (or too little) fat off the edges of retail cuts
(h) cutting too much suet out of the beef loins before retail cutting (this will cause the tenderloin to darken on the surface, ruining steak appearance.
(i) improper sorting of trimmings (fat and lean) according to company specifications
(j) improper rotation of all product

These are some of the cutting room procedures that greatly affect the operation. Hopefully, you will be encouraged to think of many others. Look around you. There are many, many examples. When you are on the job, see how many ideas that you can come up with. Look for the most glaring examples first and go from there. Talk it over with the other meat cutters — and especially your manager. Any time you can display your positive attitude and show an interest in the business, it can't hurt the impression that your superiors have of you. Obviously, if you are career minded, this is important to promotions.

Remember, there is a fine line between profit and loss. It is the meat cutter's job to stay on the profit side of that line. Let's be realistic. No meat cutter can cut meat all day without making a slip with the knife now and then. "Slips" are not the concern here. There is a danger that cutters can and do fall into poor habits. Poor working habits are very costly and the good meat cutter will strive to avoid these habits and develop good work habits. Again, attitudes are the key.

Summary

We have seen just how important ground meats are to the whole retail operation. We learned that it takes a strict quality control system along with a strong merchandising program to encourage customer loyalty, attract new customers, keep your trimmings moving and to provide significant contributions to gross profit.

We looked at three basic ingredients necessary to a quality control system: (1) fresh trimmings, (2) refrigeration, and (3) sanitation. We also became aware of the more important state regulations regarding ground meat quality, such as maximum fat content allowed in ground beef (regular ground beef - 30%, lean ground beef - 22%, and extra lean ground beef - 16%).

We have discussed a large number of ground meat products that are used in a strong merchandising program and you have tried to add to that list from your own experience - and imagination.

We took a short look at where ground beef fits into a boxed beef program and saw some important advantages to this type of operation, namely (1) saving time, (2) more consistent fat/lean ratio, (3) more consistent flavor, (4) better bloom and longer case life, and (5) advantages in sanitation.

We also took a look at the methods of pricing ground beef and how and why this affects the end results of your cutting tests.

We also became aware that all phases of the retail operation are tied together in one cohesive unit. They are all inter-related. The flow of work evolves and as it does, we see that ground meats become the ultimate product from these other areas (specifically the cutting of all primal cuts of meat).

We came to realize that the most common cause of a low gross is careless knife work by the meat cutters. We learned that good attitudes and concentration are imperative to the meat cutter's success.

We saw that job pressures can affect job performance and found that excuses or alibis are not acceptable by the industry, so we must learn to accept and work within these pressures.

The importance of refrigeration, all along the work flow, was brought out and so were a number of day to day tasks that are critical to proper trimming - and gross profit. Awareness of how all these factors are inter-related within the retail meat operation was made apparent.

You are encouraged to think for yourself and look at new or different ideas with an open mind; also to think of more merchandising ideas. These are the areas in which a top meat cutter will excel. Remember, as a meat cutter, you must concentrate and be able to think on the job.

CHAPTER XI

Variety Meats and Specialty Cuts

Introduction

Variety meats pose some unique problems - along with some unique opportunities for profit. In a sound overall merchandising program there should be room for these special meats! They range in price from very low price to very expensive, so all variety meats may not be sold in each and every market. Some of these meats are strongly ethnic oriented. So if you are doing business in an ethnic neighborhood, you will have to be aware of the unique eating habits of any given nationality or ethnic group. So we will be looking closer at these problems and opportunities in variety meats.

In this chapter, we will also look at certain specialty cuts. These specialty or "fancy" cuts represent an interesting area of merchandising which is (at the risk of overusing the term) unique. Specialty cuts can be another area of extra profit opportunity. Specialty cuts also give you a way to set your market a step above the competition. Bear in mind that the consumer is always looking for new and different meals to add more interest to their menu plan. For these reasons it is felt that specialty cuts deserve a place of their own in this text, rather than just added to the chapters on particular primal cuts or species.

The main learning objectives, then, are: (1) to learn how to merchandise variety meats and how to effectively neutralize the problems that are inherent in dealing with variety meats. (2) to see how specialty cuts can enhance your operation and gross profit.

Variety Meats

Fast turnover is the secret to success in merchandising offal items, or variety meats as they are more commonly called today. "Offal" is really a packing house term.

Some of these variety meats have a very high degree of perishability and must have expert attention if they are to be merchandised at the peak of perfection.

Variety meats may be divided into two classifications:

1. INTERNAL - those which have a high degree of perishability such as: sweetbreads, brains, livers, kidneys, hearts, tripe, chitterlings, melts and cracklings.

2. EXTERNAL - those which are more durable, including oxtails, spare ribs, pork hox (fresh and smoked), pork tails, ears, snouts, all tongues, pork cheek meat and smoked jowls.

The source of supply of variety meats is of major importance since only by extreme care can the quality and freshness be maintained. The average length of time that these items will stay at the peak of perfection in the retail market is two days.

Variety meats are produced and offered for sale by the packer in two forms: fresh and frozen. The small packers usually move most of their product in fresh form, while the larger packers grade and freeze a large portion of their production.

When the frozen product is purchased, there is no way to inspect the item until it has been thawed. Consequently, retailers should buy from a reliable source.

Variety meats which have been selected with care and been frozen by packers who have the proper facilities will give excellent results. Many retailers prefer them since they do have better keeping qualities.

When fresh variety meats are purchased, they should be unpacked immediately upon receiving and all excess moisture drained from them. They should then be placed upon platters and stored in the coolest part of the walk-in cooler. As more moisture and blood drains from these products, it should be drained off.

The retailer who carefully analyzes the market can enjoy a good volume from variety meats. It is usually a mistake for the retailer operating in a low income neighborhood to try to merchandise sweetbreads, just as it is a mistake for a merchant in a high income community to try to merchandise neck bones. Both items have their trade and the wise retailer will study the market and merchandise those items which will appeal to the customers within the market area.

Variety meats are not subject to intense price competition because this is one item which the consumer buys on the basis of freshness and quality. The retailer is responsible for the reputation of these products at store level.

Let's take a closer look at the individual variety meat items, starting with those that are included in INTERNAL VARIETY MEATS.

Liver. In merchandising liver, the popularity of this item is in the following order for the upper income groups: (1) calves liver (veal), (2) beef, (3) lamb, and (4) pork. The reverse order holds true with lower income groups. Beef liver sales can be enhanced in the higher income areas if extra care is taken to remove the large blood vessels, sineus - and then skinning the liver. The terms used within the trade and for merchandising purposes are "skinned and de-veined beef liver". Beef livers may be purchased from the packer already skinned and deveined if desired. The common term for the "best" beef livers, when ordering from the packer is "select young beef livers". These are from younger animals, and will have a milder flavor and will be more tender than cow livers. Cow livers should not be handled in the better quality type market since it is difficult to judge the quality of this item until it has been cooked, and there is too much inconsistency in tenderness.

Veal and lamb livers do not require skinning, but the large blood vessels should be removed. Veal or calves liver is much more expensive than beef liver and is really considered a gourmet delicacy.

Pork liver has a flavor all its own. It is sometimes called "strong" or even "slightly bitter". This strong flavor can be removed by pouring scalding water over it before it is fried. Pork liver has the highest mineral content of all the livers and is therefore recommended by the medical profession. It is rich in vitamin A and B vitamins as well as one of the best sources of iron (as is calf and beef livers also).

Lamb liver — consumers in many sections of the country are not familiar with this product. Liver from young lambs is a real delicacy and can be merchandised with good results. Good lamb liver should be light in color and small in size. Do not confuse it with liver from older sheep, which is much darker in color.

Cooking Liver. Calf liver and lamb liver should be broiled or pan fried. Beef liver should be pan fried or braised. Pork liver should be braised.

Hearts. Of the four kinds of hearts — beef, veal, pork and lamb — veal is considered the most delicate in flavor and also the most tender. They are sometimes sfuffed with dressing and baked. It is suggested that they be par-boiled before stuffing to assure tenderness .

Hearts should be cooked in water or braised. Beef hearts will yield 8 to 10 servings per average sized heart. Pork heart will yield 2 or 3 servings and one serving from a lamb heart. Veal hearts will yield 2 to 3 servings.

Kidneys. Veal and lamb kidneys are quite tender and may be sauted or broiled. Beef kidneys are less tender and require moist cooking. Lamb or veal - broil or pan fry and beef or pork should be braised.

Sweetbreads. This delicate, tender meat is the two lobes of the thymus gland. Veal and young beef furnish nearly all the sweetbreads on the market. As the animal matures, the thymus gland disappears.

If sweetbreads are not to be used immediately, they should be precooked before refrigerating and used within 24 hours.

Cooking sweetbreads: Precook in water 25 minutes, then braise, fry, broil or use in creamed dishes. Available in 10 lb. boxes.

Brains. The various species of brains are all highly perishable and should be moved almost on a daily basis. Except to the expert, there is very little difference in the flavor of beef, veal, lamb or pork brains. All may be sold with the assurance that they will give satisfaction. The most popular method of serving brains is to scramble them with eggs. This makes a very tasty dish. Brains require precooking if they are not to be used immediately.

Cooking brains: precook in water 15 minutes, then cream, scramble with eggs or bread them and fry.

Tripe. (or honey-comb tripe). This is the stomach tissue from cud chewing animals - especially cattle. It is usually boiled and used in soups and similar type dishes. Available in 10 lb. boxes.

Chitterlings. The intestines from hogs, cleaned and prepared for food. Cook in liquid with various seasonings. This is predominately an ethnic food sold mostly in black neighborhoods.

Melts. Hog melts are the spleen of the animal. They are a borderline variety meat, as are Cracklings, which is the crisp residue remaining after lard has been rendered from pork fat, and removed.

EXTERNAL VARIETY MEATS:

Spareribs. Spareribs are served with kraut or other vegetables by many consumers. They are also a very popular barbecue item. Some packers make a specialty of barbecue ribs, which are prepared by removing the breast bone and rib cartilege, leaving only the choice portion of the rib. These are known as St. Louis style ribs.

Spare ribs are purchased from the packer by weight averages. They are sold in 30 lb. boxes in weights averages of 3 lbs. and under, 3 to 5 lbs. and 5 lbs. and over (some 1 - 2 lb. average are available but these are limited).

For the average trade, spareribs in excess of 3 lbs. per sheet do not give complete satisfaction. The spareribs weighing 4, 5 and even 6 lbs. are cut from heavy hogs and the meat is much less tender than the small ribs. They will also tend to be strong in flavor.

Spareribs should be cut with a knife or perhaps on the band saw. Do not use a cleaver. The bones tend to splinter when cracked with a cleaver.

Pork Hocks. Pork hocks enjoy popular acceptance from all types of trade. They are merchandised both as a fresh item and also smoked. Usually purchased by the retailer in 30 lb. boxes, hocks are used in boiled dinners and similar type meals. Fresh hocks are high in gelatin content.

Neck Bones - Pig Tails and Ears are more in demand in low income areas or certain ethnic neighborhoods. They are used to impart flavor and fat to other foods, particularly greens, beans, rice or hominy. Pork neck bones are especially good when used for flavoring in spaghetti sauce. Available in 30 lb. boxes.

Tongues. Fresh beef and veal tongues are sold in quantities in higher income areas; while pork and lamb tongues are usually pickled and sold in bulk or packed in glass.

For best consumer acceptance, trim tongues to remove all excess throat fats and gullet sections. Accept only tongues that are bright and light colored. Avoid dark, spotted tongues or those that are scored.

Tongue has a very short case life and rapid turnover is essential. Do not try to convert tongue into ground meat of any kind.

They may be purchased fresh, pickled, corned, smoked or canned. The most popular form is probably smoked beef tongue. May be purchased in various amounts.

Tongues require long, slow cooking in water - but the flavor makes it worth the effort.

Ox Tails. Oxtails are an excellent choice for delicious soups. They have a unique flavor which is highly prized by the consumer who likes to make their own soup. The retailer should purchase young "select oxtails" from the packer, usually in 15 or 20 lb. boxes. Tails from older cows are usually larger, leaner, with some yellow fat and darker in color. They are much less desirable. The better stores do not use these.

To prepare oxtails for sale, cut through the soft white cartilege sections with a sharp knife. The sections are then stood on end and either tied into rosettes, or for self-service, simply place the tail sections on end in a suitable size tray (no. 1 or 2 most likely) and wrap.

One merchandising suggestion - instead of buying all your oxtail requirements, why not take some from your own rounds? They are, after all, the same basic cut. Coming from the larger end of the tail, as they do, they are quite meaty so are excellent for soup.

Pork Cheek Meat. Pork cheeks are sold in 10 lb. boxes and are sold as pork cutlets. They are lean pieces of pork that have been tenderized mechanically by the packer. Many times they are simply trayed, wrapped and sold. However, you can improve their appearance greatly by simply putting the pieces through the cuber once, and then trayed.

Pork cutlets usually are prepared by dipping each piece in eggs and cracker crumbs and pan fried. They have a delicious, unique flavor.

Smoked Jowls are from the head of the hog and sometimes called Jowl Bacon. It is used mainly for flavoring. It can be broiled, pan broiled, pan fried or cooked in liquid.

Specialty Cuts

There can be an infinite number of specialty cuts that may be merchandised for extra variety and profit. Here, we are going to discuss a group of these specialty cuts that are very good business builders. We are going to look at: (1) cube steaks, (2) rolled roasts, (3) crown roasts of lamb and pork, (4) porkettes and beefettes, (5) London broils, (6) under blade steaks, (7) rump steaks, (8) Saratoga chops, (9) fondue or kabob meat, and (10) stroganoff meat.

Undoubtedly you will think of more specialty cuts to add to your list. The more items you have in your merchandising arsenal the greater are the profit opportunities!

Cube steaks. Sometimes known as tenderized steaks, are steaks that have been put through the tenderizing machine. Which cuts of meat should you use? Some operators use nothing but cuts from the round, especially the bottom round. The cuts that sell best in your market will dictate what cuts you use for cube steaks. The heart of the flank can also be used, as can loin trimmings. Remember, small pieces can be kneeded together. The key to consistency and tenderness is to make sure that all tissue, silver skin and gristle are always removed from cube steak material. Nothing will stop cube steak sales quicker than a piece of meat that is chewy, stringy and full of "junk"! Most cube steak material is derived from hind quarter cuts because there will be less fiber and connective tissue; although when boning one should always be watchful for good cube steak material and some will be found in the forequarter - such as the cap muscle trimmed lean when pulling the rib eye, for instance.

A major problem with cube steaks is having dark spots show up in the product. Possible causes of this problem are: (1) bacteria picked up from a dirty tenderizing machine, (2) not trimming off dark edges from cube steak material, (3) poor refrigeration practices, (4) hook holes from cooler hooks and trees in the meat, (5) using dark cuts or "pull-backs" for cube steaks.

It is not a good practice to use the best muscles of boneless cow beef (the kind purchased for grinding purposes) for cube steaks. At the prices, most stores get for cube steaks, we can afford to give the customers the same quality meat they get in the rest of our steaks and roasts.

Rolled Roasts. Rolled roasts are steadily gaining in popularity. Some reasons for this are convenience, more servings per pound (meaning lower cost per serving) and eye appeal.

Theoretically, we can make rolled roasts from nearly any cut of meat. Some of the more popular are: rolled rumps, sirloin tips, rounds, ribs and pork loins. Your company will have some definite specifications on just how they want certain rolled roasts trimmed; especially rolled rumps and rolled rib roasts. It is imperative that you follow these specifications.

Rumps are probably the most difficult rolled roasts to make - and one of the more delicious in flavor. To make a delicious rolled rump, all the internal tissues must be removed. Then the roast must be tied securely to hold its shape and for proper cooking. There are many little differences in how different managements prefer rolled rumps to be made. Suffice it to say here that you follow your particular management's specifications.

Let's look at some basic points that hold true for all rolled roasts: (A) controlling seepage: we can lose a lot of sales if packages containing rolled roasts are losing meat juices to the point where a customer cannot pick up a package without getting soiled. Rolled roasts invariably lose more juices than those sold bone in. It is also a bigger problem today than it once was because we are getting younger beef now than we ever have. There is always more moisture in the meat from younger animals. Most of the seepage is caused by practices at store level. Here are three such practices:

(1) Lying around the cutting room - too long out of refrigeration. Meat juices always flow more freely at room temperatures. Too many meat cutters will cut the rump from the round, then let it lie around the cutting room for an hour before they ever start to roll it.

(2) Rolling Too Tightly - Pull the strings only tight enough to hold the meat together. Tying too tightly will just cause the roast to "bleed". It does not add anything to the roast at all.

(3) Cutting Too Soon After Rolling. This kind of seepage can be difficult to eliminate entirely, but it can be minimized by allowing rolled roasts to "set" for a few hours (perhaps overnight).

Seepage in rolled roasts is the most common cause of rewraps in rolled roasts.

The appearance of any rolled roast is improved if the strings are tied in a uniform spacing. An inch and a quarter space between strings will give a nice appearance. Another suggestion is to tie the knots on each string at the same place - so that when finished, all the knots will be in a line across the length of the roast. It is also suggested that after each knot is tied, the string should be cut short, as close to the knot as possible.

Crown Roasts - Pork. A crown roast of pork is made by using two pieces of center cut rib portion of the pork loin. Minimum size for proper shaping is usually 6 ribs on each piece, for a total of 12 ribs. Cut the chine bone off - deep enough to separate the back bone from the ribs. The back bone is then removed. Score, with a boning knife, across the eye muscle of the loin, between each rib. Score just deep enough so that the loin can be bent into the circular shape of the crown. When this is done, sew the 2 loins together with a butchers needle. Tie and shape into the circular crown.

Now, cut the meat away from between the tops of the ribs so that 1 - 1½ inches of bare rib bone is exposed on each of the 12 ribs. Place a colored fringe atop each rib for color (obtained from your paper supply house).

Lamb Crown Roast. Made essentially the same way as a pork crown roast. Use all the rib section of the lamb back. The lamb crown roast is not nearly as meaty as a pork crown.

Crown roasts make an interesting addition to the display case - and, from the consumer's viewpoint, a crown will make an excellent "company" roast and a magnificent centerpiece for the table on that special occasion.

Porkettas and Beefettas. These roasts are made essentially the same way. They can be made from the boneless pork loin end or boneless Boston Butt, preferably, and in beef, any nice boneless beef such as the bottom or top round. Season each piece with salt and pepper on each side. The meat is then covered with a mixture of chopped parsley, fennel seed, salt, pepper and garlic powder (mixed together and prepared in advance). Place on an aluminum tray, wrap and price. These roasts provide the customer with something "different" to serve. They have an excellent flavor. Seasoned as they are, the case life is very good; about 7 days.

London Broils. London Broils are another specialty item that will provide the market with a competitive edge and the customer with another excellent and unique entree. They are made from flank steaks (the best method) or the meaty portion of the flank is sometimes used. As a matter of fact, they could be made from other cuts as well. Let's use flank steaks in this example of how to make them. To make one roll of London Broils, use two flank steaks. Trim them of excess fat and tissue. Run each one through the tenderizer, lengthwise - twice. Lay one on the table or block. Place the second flank steak at the top of the first, overlapping it by about an inch. Slice some beef fat about 1/16 inch thick and place these thin slices of fat on the flank steaks starting at the portion near you. Leave two inches of the flank steaks nearest you without fat. Cover the remaining area of the steaks with the fat. Start rolling the fat covered flank steaks, beginning at the side nearest you that has the fat free portion. Roll slowly and tightly without bunching the fat. Place the roll in elastic netting. Cut the London Broils about 1¼ inches thick. Tray, wrap and display.

Under Blade Steaks. This is a specialty cut designed to help you successfully merchandise a poor, slow moving pot roast. These are cut from prime or choice beef, preferably. The first blade cut chuck roast is traditionally a slow mover because it is a wasty cut of meat.

To prepare the under blade steak, cut the first blade pot roast 2½ inches thick. Remove the rib and back bone. Also the blade bone and cap muscle. Now, remove the back strap and the excess fat from the "tail" of this piece. Cut the piece in half, lengthwise, to produce two, 1¼ inch under blade steaks. They have excellent flavor and are tender enough to broil.

Rump Steak. A rump steak is a boneless steak cut from the bottom round when the whole round (including the rump) is fabricated - that is boned and seamed out. The rump steak, when taken from U.S. Choice or U.S. Prime beef is tender when broiled and has a very excellent flavor.

As stated above, when the whole round is fabricated, a portion of the rump is left on the bottom round. The rump end of the bottom round is cut off about 6 or 7 inches in from the end. Lay it, fat or covering side up, on the table or block. Cut through the fat, but not into the meat beneath, about 3/4 inch from the edge where the original cut was made to remove the piece from the bottom round. Now, leaving only the 3/4 inch fat strip, remove the remaining fat covering from the rump steak. Trim any excess fat or tissue of the piece. Now, lay the piece on end, face side up and flatten with the side of the cleaver. The rump steak is now ready to tray, wrap and display. An excellent steak!

Saratoga Lamb Chops. The merchandising of this cut is another method of selling a less saleable cut of meat. We are starting with a full lamb back, after the full shoulder has been removed from the carcass. We are going to remove the first three inches from the rib half of the back. If this piece is cut for lamb rib chops, they are less than saleable because they are usually quite wasty. When this three inch piece is cut off, remove the eye muscle from the bone along with a thin strip of tail from the breast section. Next, we need a piece of pork tenderloin the same length as the lamb eye muscle. Place the pork tender next to the lamb eye muscle and roll the two pieces together in the tail strip. Place the roll in netting and cut each three inch width in half leaving two boneless saratoga chops for broiling.

Fondue or Kabob Meat. These meats are what could be called "party" specialties. Because of the cooking methods used in their preparation, they must be taken from very tender cuts of meat. Fondue cubes are usually cut bite size (1 inch cubes). They are immersed in hot oil - preferably peanut oil for cooking. This is done in a fondue pot at the table. The meat is cooked by each guest as part of the meal.

Kabob meat is usually cut in somewhat larger pieces - perhaps 1½ inch cubes. These cubes are placed on a 10 or 12 inch skewer, either metal or wood, and alternated with vegetable pieces such as green pepper, onion, tomato and mushrooms. The kabobs are usually cooked over an open fire.

Meat for these two items should be taken from beef loin cuts. It is quite expensive if done properly. Sirloin tip from the better grades may be used providing all tissue or silver skin is removed from between each muscle section.

Stroganoff Meat. Beef stroganoff is a delicious dish that probably belongs within the broad "stew" family of meat dishes. The meat used for this dish is usually cut into 1/2 or 3/4 inch strips. It is cooked slowly. A wide variety of cuts may be used for stroganoff, such as round steak, top, bottom round, sirloin tip and even the cap muscle (trimmed lean of course) of the beef rib.

Summary

To summarize, it is important to realize the high perishability of variety meats. We know that they are divided into two sections - internal, which includes organs used for food, and external, which includes those variety items from the "meat" portion of the animal. Because of high perishability, many operators avoid spoilage by carrying many of these items in a frozen state. We know that neighborhood conditions can dictate which variety meats we stock. Conditions such as ethnic or nationality make-up of a neighborhood and age and income of the residents.

We also took a look at a group of specialty cuts. Specialty cuts are excellent business builders because the consumer is always looking for new and different meal ideas. By expanding the variety of items that are sold in your market, you will gain an advantage over the competition by giving the customer more choice. It can literally make a trip to your store an exciting adventure! Of course, all of this depends upon the imagination and enthusiasm of all the employees - from the store manager on down to every single employee. It seems that attitudes are again very intimately involved with this phase of the operation. The specialty items discussed here are by no means the whole list. Hopefully, you will be using your ingenuity to come up with some of your own!

CHAPTER XII

Pork: Cutting and Merchandising for Retail

Introduction

Pork items can and do provide some excellent eating and wide variety to the diet. Pork entrees of all kinds are very tasty; however, it can be stated that pork can be somewhat harder to digest than beef, veal, poultry or seafood. People with stomach problems many times find it advantageous to keep the pork in their diet to a minimum. Certain religious and ethnic groups do not use pork, especially the Orthodox Jews.

Pork is not sold to the retailer as whole carcass or halves or quarters as beef is. It is sold by primal cuts instead, because a pork carcass has many fat and wasty portions, such as lard, that are much more readily processed and sold through the meat packer.

Pork is not federally graded the same as beef. That is, U.S.D.A. Prime, U.S.D.A. Choice, etc. Pork is graded into four grades: U.S. No. 1, U.S. No. 2, U.S. No. 3 and U.S. No. 4. Sex and sex condition in pork has a large influence on the acceptability of the prepared meats to the consumer. The breakdown of pork by sex or sex condition is as follows: barrow, gilt, sow, stag and boar. (1) A barrow is a male hog castrated before sexual maturity. (2) A gilt is a young female hog. (3) A sow is an adult female hog. (4) A stag is a male castrated after maturity. (5) A boar is an uncastrated male hog. Barrows and gilts are the prime slaughter animals, followed by sows. Stags and boars are not usually marketed for meat animals.

Primal Cuts of Pork

There are four primal cuts of pork. They are: (1) Loin, (2) Ham, (3) Shoulder, and (4) Belly. We will discuss these in detail here in terms of the nature of the cut, the retail cuts obtained from each wholesale cut, some suggestions for merchandising and basic cooking methods.

The Pork Loin. Pork loins can be purchased from the packer according to size and quality. The two factors are closely related. The pork loin is graded by the size of the eye of the loin as measured by the diameter at the 10th rib, approximately 4.75 square inches. The various packers use somewhat different terms for designation of their best pork loins. Basically, the packer will sell you a "regular" or "meat type" pork loin. The best loins are the 14-17 lb. average meat type. Loin size averages would include 8 - 10 lb. average, 10-14 lb. average, 14-17 lb. average, 17-20 lb. average and 20 lbs. and up. The great majority of pork loins sold at retail are in the 14-17 lb. average and the 17-20 lb. average.

Some names used by the packer for their best loin are: meat type, big eye or tender - lean. Regular loins will have a heavier fat covering, and a smaller eye. 14-17 and 17-20 lb. pork loins are out of hogs weighing (live) 180 to 220 lbs. This is considered the prime weight for shipping hogs. So if you wanted to order the best pork loins, you would be ordering a 14-17 lb. meat type loin. Of course you will pay top dollar for the best merchandise. Many times the packer will substitute 17-20 lb. loin for the 14-17 lb. average if not available, unless you specify "no sub". In that case, you must watch so that you don't wind up out of product. The federal inspection system will inspect and pass pork cuts for wholesomeness.

Pork loins will come in approximately 80 lb. boxes with four or five loins per box, depending on the size average. Because of high perishability, all pork should be under a strict rotation system to maintain freshness.

Standard Cutting Method for Pork Loins. Cutting methods and variations are as varied as the number of meat cutters. So keep in mind that every market will have their own ideas of what methods of cutting and merchandising work best for them.

The loin can be divided into four parts when you are considering cutting methods. They are: the rib end, the sirloin end, the center cut rib section and the center cut loin section. The standard cutting method today would be to make country-style ribs from the rib end by cutting the rib end into slices 1 to 1½ inches thick until you pass the blade bone. On the band saw, cut across the rib bone at a point near the center of the eye. The rib end is then cut into three sections. The back section, the rib section and the blade section. Any excess fat is trimmed off and the country style ribs are ready to tray.

Two other cutting methods for the rib end are: (1) to make a rib end roast — cut the rib end off at 6 or 7 ribs, remove the chine bone and cut through the rib bones for easier carving. Trim any excess fat and you have a rib end roast. (2) to cut blade cut pork chops, start cutting chops at the rib end, 3/4 inch thick. Continue cutting until you pass the blade bone. On the saw, cut off chine bone and then trim excess fat off each chop and you have first cut pork chops.

(1) Country-style ribs may be roasted or braised using a barbecue sauce. (2) The rib end roast can be roasted or braised. (3) Blade cut pork chops can be broiled, braised, pan broiled or pan fried.

The sirloin end of the pork loin can be cut into a roast by cutting off the desired size; six to eight inches long from the sirloin end of the pork loin. Then cut the backbone loose for ease in carving. This roast can be roasted or braised. The sirloin end may also be boned or partially boned and sold as a pre-carved or semi-boneless roast. Another idea would be to cut the sirloin end into chops; slicing them approximately 3/4 inch thick for broiling, frying, pan frying, pan broiling or braising. One more idea would be to remove the tenderloin from the sirloin end and then remove the bone, cutting the remaining boneless sirloin into boneless sirloin chops about 3/4 inch thick. These chops may be broiled, pan broiled, fryed, pan fried or braised. This cut also is excellent for cutting into cubes for sweet and sour pork. Another idea is to tie two boneless sirloin ends together to make a boneless sirloin roast. These in turn can be roasted or braised. Boneless sirloin roasts may also be barbecued or prepared as a "porketta". This is done by covering the roast with a parsley based mixture seasoned with fennel seed, salt, pepper and garlic powder.

The basic cutting method for the center cut loin section is to cut it for chops. Standard thickness is 3/4 inch, although they may be cut any thickness desired. Very thin loin chops (½ inch or less) could be pan fryed - braised. Extra thick loin chops (1 inch or more) may be baked, braised or broiled. Pockets may be cut into an extra thick loin chop and stuffed with dressing if desired. Stuffed chops are roasted.

The cutting methods for the center cut rib chops are the same as the center cut loin chops.

The pork loin may also be completely boned out and cut into boneless butterfly pork chops and boneless pork loin roasts. Butterfly pork chops may be broiled, pan broiled, or pan fried, baked or braised. The boneless pork loin roast may be roasted or braised. It is an excellent rotisserie roast also. The pork tenderloin may be roasted or cut into pieces about two inches long, stand them on end and flatten with the flat side of a cleaver. These pork tenderloin patties may be breaded and pan fried. The tenderloin being very lean and tender may be used for a variety of dishes including sweet and sour pork or cubes to be used for kabobs.

When the pork loin is boned, the loin back ribs are cut from the remaining back bone and sold at a very attractive price. Loin back ribs are a very delicious and popular item. They are primarily used for barbecued ribs. The back bone that is left can be sold for flavoring to be used in making sauces such as spaghetti sauce.

Pork loins can be smoked also. You might want to purchase center cut smoked pork loins from the packer. They can be cut into smoked pork chops of any desired thickness. These are braised, baked, pan fried or used with a barbecue sauce. Center cut smoked pork loins are also used as a roast. Cut to the desired size and loosen the backbone with a saw. Roast or braise.

Hams. Hams are sold in a wide variety of ways. The vast majority of them are sold as cured, smoked products. A few are sold as fresh hams, and a very few are sold as "sweet pickle" hams. This is a ham that is cured but not smoked. A fresh ham is neither cured or smoked. A fresh ham might be a short shank, bone in ham, or it could be a boned and rolled fresh ham. Fresh hams are just as perishable as any other fresh pork cut and great care should be taken as to proper refrigeration and rotation. Many times fresh hams will be carried in stock as a frozen item.

This brings us to smoked hams which constitutes the great majority of all hams sold. You will find smoked hams sold in a very many ways; such as boneless cryovaced smoked ham. An example of this ham would be the Hormel cure 81 ham. This type of ham is boneless and fully cooked. It may be sliced and eaten as is. As a matter of fact, this is the main selling point for this type of ham. It is very convenient. The ideal "party" ham. Many markets, as an added selling point and customer convenience, wil slice them for free, or a slight service charge.

Canned hams would come under the same heading of a "convenience" ham. Many people feel that the flavor of canned hams is not as good as a bone-in ham. Canned hams come in a wide variety of sizes. Sizes will range from 1 lb. to 15 lbs. They come in two basic shapes; oval and oblong or "pullman" ham.

Smoked hams come in a variety of types. They may be purchased as: (1) boneless rolled smoked hams, (2) semi-boneless hams, (3) skinless, shankless hams, and (4) a regular short shank ham. Some of these hams come two ways. (1) dry, fully cooked ham, and (2) moist or water added. A water added ham may, by law, have up to 10% water added in the form of brine for curing the ham.

The boneless rolled ham is usually oblong in shape and may have an artificial casing covering it. It is easily sliced and is very convenient. It will cost more than the bone-in hams as a rule.

The semi-boneless ham is usually a "water-added" ham and is similar in shape (oblong) to the boneless smoked ham previously discussed. It also will usually have an artificial casing. The difference being that the semi-boneless ham has the round bone or shank bone. All other bones have been removed. These hams usually come in 10 lb. to 12 lb. average, 12 lb. to 14 lb. average, and 14 lb. to 16 lb. average. These hams will usually be labeled "ready to eat", which means that it is cooked through smoking enough to kill any trichinosis germ that may or may not be present. Trichinosis is a disease caused by a small trichina worm that, in the larvae state, is parasitic in the voluntary muscles of flesh eating mammals (as man and hog), Symptoms of the disease are muscle pain, fever, muscle swelling and fluid accumulation. Cooking pork will kill this germ. That is why pork should always be cooked "well done" and not eaten rare. The germ is found in only one hog out of 100, but we don't know which one.

"Ready to eat" hams generally should be roasted fat side up for 12 to 15 minutes per lb. at 325 degrees.

The regular short shank ham comes in 12 lb. and under, 12 to 14 lb. average, 14 to 16 lb. average, 16 to 18 lb. average, and 18 to 20 lb.

average. This ham will be skinned and generally defatted except around the shank one-third of the ham. It will have the aitch bone, leg bone and shank bone with the knuckle. No bones have been removed.

The skinless and shankless ham is the same as the short shank ham except that the shank is removed and the entire ham is skinned and defatted.

"Ready to eat" hams as described before, are different from "fully-cooked" hams in that the fully-cooked need only about 10 to 12 minutes per lb. to heat through. They need not be cooked. Use a 300 to 325 degree oven.

"Short shank" or "skinless and shankless" hams may be cut as follows to sell smaller portions. Cut ham in half following an imaginary line nearly parallel to the aitch bone. This gives you the butt portion (the part that contains the aitch bone). The other piece is known as the shank portion. Center cut slices may be cut at any thickness desired. 1/2 to 3/4 inch being a "standard" frying slice thickness.

On a short shank ham, usually the whole ham is priced at one price, the butt portion is usually priced somewhat higher, while the shank portion is priced lower than whole or butt prices. Local demand will dictate how these portions are priced.

On a skinless and shankless ham, cutting is basically the same. The pricing will differ because of the nature of the ham. The shank half, having the hock, is normally priced higher than the butt portion or the whole ham because the shank half of this type of ham has a minimum of bone and fat.

One item that should be listed along with hams is canadian style bacon. It is made from the boneless pork loin. It is cured and smoked. It tastes like ham and is very lean; a highly desirable product. Generally, canadian style bacon is sliced and fried, pan fried, pan broiled or left in one piece, baked.

Another product that could be listed with the smoked products; that is the smoked shoulder roll or cottage butt. It is made from the boneless portion of the pork butt roast. It is cured and smoked. They have a very good flavor, but are somewhat wasty. Cooking methods include roast (bake), or cook in liquid.

Pork Shoulder. The pork shoulder consists of two separate cuts; the picnic and the Boston butt. We will discuss them separately. They are rarely sold together in one piece, mainly because the picnic is most often sold smoked, and the Boston butt is usually sold as a fresh pork item. First we will discuss the picnic. As previously stated, the picnic is usually sold as a smoked picnic. It is the front portion of the shoulder including the front hock and the arm section of the shoulder, through the shoulder joint. The smoked picnic has the flavor of ham but is much fatter and is more "grainy" than the ham. As with shoulder cuts of all meat animals, the picnic has excellent flavor and costing considerable less money than hams, are a very good buy. The picnic can be roasted or cooked in liquid. It can be cut in half for smaller groups, or it could be sliced for frying slices. Just remember to make the customer aware that the picnic is fatter than a ham. Make sure that they know what to expect in comparison to hams. Smoked picnics will be purchased as 4 - 6 lb. and 6 - 8 lb. picnics.

The Boston butt is the upper half of the pork shoulder from the shoulder knuckle through the shoulder blade, to where it is joined by the rib end of the pork loin. The Boston butt may be purchased as 4 to 6 lb. average and 6 to 8 lb. average. The smaller average being the best quality. A "pork butt" which is the common term for the Boston butt, is often referred to as a "semi-boneless pork butt". It contains a large portion of the shoulder blade bone which runs about half way through the pork butt.

The pork butt may be cut into pork shoulder steak by starting on the blade side of the pork butt. Cutting slices on the saw 1/2 to 3/4 inch thick, continuing until you have cut through the entire blade bone, stopping when the slices become excessively fat. Pork steak can be braised, pan fried, broiled or pan broiled.

Pork butts may be sold as a semi-boneless pork butt roast as is, except for trimming off excessive fat. It can also be merchandised as a boneless rolled pork butt roast by removing the blade bone, trimming off all excessive fat and tie with butcher twine.

The leaner pieces could also be made into tenderized pork cutlets or cube steaks, or cut into cubes for various dishes.

Pork Bellies. Pork bellies are used primarily for bacon. The bellies are cured and smoked at the packing house and sold either as sliced or slab bacon. Sliced bacon has the rind removed while slab bacon (the whole belly in one piece) may or may not have the rind removed. It is sold both ways. Pork bellies for bacon are sorted into various weights; 6 to 8 lb., 8 to 10 lb. and 10 lbs. and over. The smaller sizes are considered to be of higher quality because they are out of smaller and younger hogs.

A few pork bellies are sold as "green bellies" which means unsmoked, fresh bellies. They are sold at retail as "fresh side pork" either sliced or by the piece.

Bacon is merchandised in various thicknesses; thin, regular or thick sliced. If you will notice, with any meat packer, their top brand name bacon is in a shorter package than the second or third grade line of bacon, which is a longer package because of the size slabs the bacon is cut from. Lower grade bacon is from heavier, older hogs and consequently, larger slabs of bacon.

Some large (20 lb. range) bellies are salted down very heavily by the packer and merchandised as salt pork which is usually cut at retail into small (½ lb.) pieces and sold for flavoring. It is used in baked beans for flavor.

Summary

In summary then, it can be said that there is truly a wide range of pork cuts sold at the retail level and a vast number of merchandising ideas used. The ideas suggested in this text should not be considered to be the only merchandising ideas to be used. Use your imagination and common sense to come up with additional ideas. Be aware of what your customers purchase. Look for sales opportunities in ethnic foods. Keep your eyes, ears and mind open to new ideas and methods. This is the attitude you need to be successful! Don't limit yourself to a handful of cutting methods. This is the way to let your business stagnate and eventually die. Whether you are a meat cutter working for an employer, or you are an owner and employer, your success, and your livelihood, depend upon a growing business! Imaginative merchandising is the key.

CHAPTER XIII

Lamb: Cutting and Merchandising for Retail

Introduction

In many retail markets, lamb and mutton are very popular meat items. They are most popular in certain ethnic and nationality neighborhoods. Jewish people and people from middle-eastern origins tend to be lamb buyers, as well as the English and also the Australians and New Zealanders.

In other neighborhoods, lamb is a distant fourth in the popularity derby, behind beef, pork and poultry. Many markets cut little or no lamb, while others will cut 40 or 50 carcasses a week - or more.

Even if you are employed in an area that does little merchandising with lamb and/or mutton, it is important that you understand the basics of retail cutting and merchandising of lamb. At some point in your career you may work in a lamb area.

Lamb and mutton are very easily digested meats, especially lamb. Lamb, in general terms, is the meat from a young sheep. The term "genuine spring lamb" refers to an animal less than one year old. Mutton is the meat from mature sheep - over one year old. A lamb carcass will weigh 50-75 lbs.

Lamb is graded U.S.D.A. Prime, U.S.D.A. Choice, U.S.D.A. Good and Culls. While lamb is a tender, delicious meat, mutton is much less tender and is much stronger in flavor. Lamb is much more popular than mutton, especially in the more affluent neighborhoods.

Primal Cuts

We will discuss the basic cuts and standard retail cuts. Lamb carcasses are not broken down into sides and quarters, as is beef. A lamb carcass is cut in two across the carcass between the 12th and 13th ribs. The two primal cuts that are derived therefrom are known as (1) the hindsaddle, which consists of legs and the loin, and (2) the foresaddle, consisting of the shoulders and rib portion of the back. In terms of percentage proportions of the carcass, foresaddle and hindsaddle each constitute 50% of the carcass. This is one breaking method.

Optional Breaking Method. This method is a more popular retail breaking method. (1) The legs are cut off, as a pair, across the backbone at the anterior tip of the hip bone (the pin bone). (2) The loin and rib portions of the back are cut off together (together, they are known as a lamb back or "saddle of lamb") by removing the lamb shoulders by cutting between the 4th and 5th ribs, across the backbone.

You now have three primal cuts: (1) lamb legs, (2) lamb back, and (3) lamb shoulder. These cuts are untrimmed and contain the flanks, briskets and shanks.

Occasionally the lamb breast is removed from the carcass as a full cut, starting at the cod or udder, cutting through the flank, plate and including the brisket.

Now, let's explore the retail cutting for the primal cuts listed above: (1) legs, (2) back, and (3) shoulders.

Lamb Legs - Retail Cutting: As broken from the carcass, the pair of lamb legs is separated by cutting apart through the entire length of the backbone. Legs are the most popular lamb item for roasting. The leg bone is usually removed at the knee joint. Then, the shank is handled one of two ways: (1) it can be cut off at the stifle joint and sold as lamb shanks; or (2) the shank bone can be removed up to the stifle joint and a slit made just above the stifle joint and the flap of meat from the shank is tucked into the slit and secured with a skewer. Then, all excess fat is removed, along with any dark edges. The leg is then ready for sale at retail. A trimmed lamb leg will weigh about 6 - 6½ lbs. Roasting is the proper cooking method. Lamb legs will yield almost 33% of the carcass.

Boneless Lamb Leg. The aitch bone is removed along with the leg and shank bones. The leg is usually sewed together with a butchers needle to hold it firmly for roasting. A boneless lamb leg will weigh approximately 5 1/2 to 5 3/4 lbs.

A couple of merchandising ideas for boneless lamb legs are (1) to add a whole pork tenderloin to the center of the leg before sewing (incidentally, some markets will use elastic netting on the boneless leg instead of sewing); (2) try stuffing the lamb leg with whole vegetables before sewing it up, such as celery and carrots; (3) the lamb leg may also be stuffed with dressing to make a delicious meal.

Another special way of merchandising a boneless lamb leg is to "butterfly" it for grilling. That is, when the bone has all been removed, cut the meat to lay it open and flatten it down with the broad side of a cleaver. Season with salt, pepper and garlic if desired.

There are times when a leg of lamb is too large for a specific customer to use. Aside from selling them in halves (shank half and loin half), you could suggest to the customer that if the whole leg is purchased, it can be cut, free of charge, to obtain several different meals. Starting at the loin end of the leg, cut several (4 or 5) sirloin lamb chops off for a separate meal. The rump section could be cut for bone in stew, along with the shank portion. The "round" is used for roasting or it could be cut for leg steaks (3/4 to 1 inch thick). They may be broiled or braised.

Lamb Back - Retail Cutting. The lamb back or rack of lamb can be merchandised in several interesting ways. One standard method is to simply cut the back for chops. A "double" chop is cut by just cutting across the rack, at 1 to 1½ inch thicknesses, and then shorten the tail on the chops to about 2 inches beyond the eye of the chop.

To cut a single chop, separate the two sides of the back by sawing in half through the backbone. Then cut the chops as stated before. One important note: there is a thin, parchment-like covering on the outer covering of the chops. This is called "fell". This should be removed. It can contribute a strong flavor to the chops. It need not be removed from the other cuts as it has been proven experimentally that it helps preserve the shape during cooking, shortens roasting time and retains juices. Lamb chops are best when broiled.

"French chops" may be cut, just as regular lamb rib chops, except that the meat and fat are trimmed away from the rib bone so the bone is exposed and bare about an inch or so down from the tail of the chop. After broiling, a chop holder is added for appearance when serving.

The back may also be used as a roast rack of lamb. Oven roasted, it is delicious.

Rib chops and loin chops are merchandised in two different price groups - the loin chops commanding the higher price.

Re-read the section on saratoga lamb chops in Chapter XI under "Specialty Cuts". Also, on crown roast of lamb. The lamb crown is an attractive roast for the table and very delicious; however, there isn't much meat per pound.

The back may also be boned, rolled, tied and cut into highly desirable boneless chops or roasts.

The Lamb Shoulder: Lamb shoulders may be cut on the saw for chops or bone-in braising, broiling or pan-fry meat. It may also be muscle-boned and used for braising or roasting.

When cutting the lamb shoulder on the saw for chops or shoulder steaks, you will use the same basic technique as with a beef chuck. That is, you will begin cutting (about 3/4 inch thick) from the arm side, taking arm chops and cross-rib chops. Then turn the shoulder to the blade side and cut blade steaks or chops at the same thickness as the arm side. The neck section may be cut into bone-in lamb stew. Lamb stew is generally sold bone-in.

The lamb shoulder may be muscle-boned and tied for a boneless shoulder roast. It may also be cut into cubes for stewing or braising - or shish-kabob.

Almost any portion of a U.S.D.A. Choice or U.S.D.A. Prime carcass, except the shank meat, may be used for any purpose. The chuck, or shoulder, for example, may be used for broiling, roasting, braising or stewing. The flavor and tenderness of chuck cuts are adequate for economical preparation. Other cuts will be even more tender.

Secondary Cuts. The shank, flank, neck and breast may all be considered secondary cuts or by-products. Though their relative value is low, they may be utilized in the same manner in nearly any operation. The shanks make a tasty bone-in braised dish or a delicious stew. As a by-product, shanks may be accumulated in the freezer until a sufficient qualtity is obtained. The neck and flank have portions of lean that may be sawed for grinding. Ground lamb may be used for stuffing, as in the case of a crown roast, or prepared as patties which may be bacon wrapped and held together with a skewer or toothpick. The lamb breast, when excess fat is removed, may be barbecued, stewed or braised. For best acceptance, the breast bone may be cut off. A pocket may be inserted and the breast stuffed for baking or stuffed with ground lamb, frozen and then sawed into "chopettes". The kidneys may be broiled or pan-fried.

Boxed Lamb

Lamb is available in air-tight bags as is beef. It has all the advantages of beef in this bag. Lamb chucks (double square shoulders) come four in a box. Lamb backs usually come three in a box. Much of the lamb breast is left on the back. Lamb legs come in pairs, attached. They are generally four pair in a box. Boxed lamb is used by many retailers as a supplement to their carcass lamb. For example, if the store sells more lamb legs than are available in carcass form while moving the other primal cuts in the carcass, an extra box or two of legs would solve the problem very nicely. The same goes for the other primal cuts. Just remember two important thoughts: (1) follow a strict rotation policy, and (2) take your own cutting tests so that you KNOW how you are coming out. Guessing is poor business.

Summary

Although some markets cut very little lamb, if you are in the right area, ethnic and nationality speaking, lamb can be a very profitable portion of your sales.

We learned the grades available in lamb and we also learned that "lamb" refers to those animals under one year old. Then we discussed two breaking methods - (1) breaking a carcass into foresaddle and hindsaddle, and (2) breaking into three basic primal cuts, the legs, back or rack and the shoulders.

Then, we looked at the cutting and merchandising techniques for each primal cut. Were you able to come up with any other merchandising ideas not discussed here? Talk to other meat cutters about it, or better yet, visit some other markets that sell a large amount of lamb and see how they merchandise lamb. Talk to their cutters.

We also renewed our acquaintenance with boxed meats. Lamb this time. We saw that boxed lamb can be very helpful in moving extra primal cuts, and that boxed lamb carries all the advantages inherent with boxed beef. We also reviewed the basics of proper rotation and the importance of taking your own cutting tests.

CHAPTER XIV

Veal: Cutting and Merchandising For Retail

Introduction

Veal, being a young bovine, has the identical structure as that of beef. The age of veal when slaughtered is generally three to six months of age. The meat ranges in color from very light pink to a dark rose color. Beef animals that are sometimes shipped to market in the age range of six months to 18 months are calf or "Junior Beef". These carcasses have some of the qualities of veal and some of the qualities of beef. It is the poorest of each. From the standpoint of flavor, veal is quite bland and needs seasonings to enhance its flavor. All veal cuts are quite tender.

A veal carcass will average about 90 - 100 lbs. On the heavy side of the weight range, a veal carcass could weigh up to 200-225 lbs.

It is graded out as U.S.D.A. Prime, U.S.D.A. Choice, U.S.D.A. Good and certain packer brands or some is sold by the packer unbranded in terms of grade.

Because veal prices are very high, it becomes prohibitive for many retailers (especially small operators) to carry veal for sale. It usually can be found in good supply in the high volume, high quality operations.

Much veal from the midwest is shipped to the east coast market because the packers can realize a higher price there than in the midwest.

Veal cannot be aged because it has no fat covering to protect the meat from spoiling during the aging process.

Breaking The Veal Carcass - Two Methods

Like beef, the veal forequarter may be separated from the hindquarter leaving one rib on the hindquarter. In practice, many times two or three ribs are left on the hind. This practice is followed because the hindquarter commands a considerably higher price than the forequarter. This creates a favorable economic break for the packer. This gives the retailer some rib chops on the short loin.

The terms "hindsaddle" and "foresaddle" are used for both veal and lamb. For this breaking method on veal, the carcass is cut through the backbone leaving the one rib (or two) on the hindquarter. So, therefore, the foresaddle consists of both forequarters still attached and the hindsaddle consists of both hindquarters still attached.

Yield for a two rib hindsaddle is about 50% of the carcass and likewise, 50% yield for the foresaddle. Two ribs is most common.

Veal may also be purchased as a straight side or "half". This side would be broken with 1, 2 or 3 ribs on the hindquarter as stated above.

Veal Primal Cuts - Hindquarter

A veal hindquarter is broken down into primal cuts differently than a beef hindquarter, as illustrated below;

Primal Cut	Percent of Hindquarter
Long Leg	77%
Drop Short Loin	23%
Hindquarter	100%

The Long Leg consists of the veal round plus the sirloin butt.

The Drop Short Loin consists of the short loin, flank, kidney and the trimmings.

The drop loin is separated from the long leg at the hip or pin bone. The flank, kidney and trimmings consist of 9% of the hindquarter; thus, the yield of a trimmed short loin is 23% of the hindquarter.

Cooking Methods

Veal dishes may be prepared successfully in any manner, except broiling. Why not broiling? Because veal contains little or no fat at all and the cuts will become dried out when broiled. Almost any cut can be interchanged for any dish. The quality and tenderness will vary only somewhat with the cut selected. The quality standard and the economic factor should determine the cut used.

In some instances, as for sauteed and fried items, it may be desirable to tenderize the cut mechanically. Usually the raw serving is run through a cubing machine which cuts the fibers. Another technique is to use a pounding device or the side of a cleaver. Veal bones are especially good for sauce bases. This is due to the marrow in the bones giving an excellent flavor for soup stock, etc.

Veal Short Loin

The regular (drop) short loin is first made into a trimmed short loin. To do this, cut the flank off about four inches from the eye muscle on both ends of the short loin. Cut out the kidney knob and trim any excess fat. The short loin can be cut into veal loin chops, 3/4 - 1 inch thick. A variation to veal loin chops is the veal kidney chop. Veal kidney chops are rarely displayed as such. However, you may occasionally receive an order for them from a customer. To make veal kidney chops, leave the kidney knob (with the kidney in tact) attached to the short loin. Cut the chops as with the loin chop. The chop - with kidney and kidney fat attached - are braised just as a regular chop.

The veal short loin may be boned. The tenderloin is removed and sold as a delicacy. The short loin, when boned, may be rolled, tied and sold as a roast, or sliced thinly or thicker for boneless chops.

Veal Long Leg

The veal long leg is cut very similarly to the beef round and the beef sirloin butt.

Usually, the sirloin butt and the rump are removed from the veal leg in one piece by cutting on a straight line, roughly parallel with the aitch bone, leaving the full sirloin tip attached to the leg.

The sirloin tip is removed from the leg by cutting from the stifle cap, following the leg bone until the tip is removed.

The leg, or round, may be cut into veal leg steak, usually cut about 3/4 to 1 inch thick. Veal leg steak is probably the single most desirable cut.

The rump may be removed from the sirloin butt by sawing through the bone approximately 1 - 1¼ inches out from the end of the aitch bone. The angle of the cut is roughly parallel with the small end of the sirloin butt. The rump may be boned or sold as a bone-in veal rump roast by removing the tail bone, and cutting the knuckle out, leaving a portion of the aitch bone in the roast.

The veal sirloin is usually cut into veal sirloin steaks about 3/4 to 1 inch thick.

Merchandising Ideas For The Veal Hindquarter

Let's take a look at some ways to sell the various cuts from the long leg. First, the veal round or leg. As mentioned above, it can be cut for leg steak which can be braised. This cut, because it is very lean and tender, can be cut into boneless cubes for kabobs and other dishes of this type. If the leg is muscle-boned, it can be sliced thin for veal scallopini meat. Any cut, if boned, could be tenderized mechanically and sold for veal cutlets. One interesting point about this — for pre-cut steaks and cutlets that are produced under Federal inspection, special labeling definitions are applied. Cutlets - must be so labeled if made from hindquarter; and steaks must be so labeled if made from forequarter cuts.

A very popular preparation method for veal is the use of breading. Chops, steaks and cutlets all may be breaded and pan-fried.

Veal Primal Cuts - Forequarter

Cuts and yields (11 rib forequarter)

Cut	Percent of Forequarter
Breast	22%
Rack	18%
Shank	6%
Square Cut Chuck	54%
Total	100%

Breaking Forequarter

(1) Saw off breast (plate and brisket) in a straight line from a point four inches from eye on the loin end, to a point at the juncture of the first rib and the breast bone.

(2) Separate rack (rib) from the chuck by cutting between the 5th and 6th ribs.

(3) Saw through the shank bone at the point just below the shoulder knuckle. You will feel, with your thumb, a slight indenture or dip at this point. Make your cut parallel with the angle of the back. Now you have a square cut chuck.

Most veal cuts are relatively tender due to the youthfulness of the animal. Consequently, the forequarter cuts may be used in most types of preparation. This is limited only by the quality standard of the operator.

Veal Breast

The veal breast is the least desirable forequarter cut. It may be muscle-boned and used for by-product - specifically for grinding or veal stew. Sometimes a pocket is made by shelling along the rib bones. This may be stuffed and roasted or braised. Sometimes the stuffed breast is frozen and cut on the band saw into "veal steakettes" for a low priced entree.

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Veal Rack

The veal rack is the most desirable forequarter cut; comparable to the prime rib of beef. It is sometimes roasted and sometimes muscle-boned to make a veal rib-eye, which is used for sauteed dishes. The most often used merchandising method is to cut rib chops. Short ribs are cut off to shorten the tails of the chops to a suitable length - usually about two inches beyond the eye muscle. The short ribs may be cut up with bone-in stew or boned out for by-products.

Square Cut Chuck

Most retailers merchandise the chuck as bone-in steaks. It is a good idea to partially freeze the chuck before cutting on the saw. This is because veal, by nature, is quite "sloppy". If it is chilled enough to "set up" the meat, it becomes much easier to cut and you will produce much more attractive steaks. The chuck is cut in the same manner as the beef chuck. Starting with the arm side, you cut the arm and cross rib cuts - up to the blade bone. Then turn the chuck and chine the blade side. Then cut the blade steaks all the way through to the neck of the chuck. All of the above mentioned steaks are usually cut 3/4 to 1 inch thick. The best cooking method is braising. The remainder of the chuck is generally boned for by-product use. The neck bones may be cut up (leaving an ample amount of meat on them) for bone-in veal stew.

Veal Shanks

Foreshanks and hindshanks may be used in the same manner. The shanks may be used in braising or boiling. It is good used in veal stew. Another, somewhat more specialized dish, is "osso buco" which is an Italian stew cooked in wine sauce. Veal shanks are also a popular item during the Christmas holidays. Veal shanks are in great demand then in areas where specialty sausage is made in some homes. Items like head cheese, souse and sylta are in need of the gelatin found in veal shanks. For this reason, many operators doing business in areas that have a demand for these items will order in extra veal shanks which can be purchased from the packer in 30 lb. boxes, frozen.

Grinding Veal Products

To avoid repetition and to promote consistency, refer to Chapter X on Grinding. The various merchandising methods for ground veal products will be found there.

Boxed Veal

Veal can be purchased in the box. Boneless veal legs may be purchased for seaming and merchandising of some excellent products, as well as bone-in forequarter in a box and bone-in veal hindquarter.

The hindquarter is sold in a box with the short loin in an air-tight bag by itself and the long leg is sealed in a bag by itself. One difference from a "hanging" long leg - the hindshank is removed and will be in the bag with the rest of the long leg.

Summary

In our discussion of veal, we learned that veal is generally slaughtered at three to six months of age and will weigh an average of 90 - 100 lbs. The government grades are U.S.D.A. Prime, Choice and Good with certain packer brands included as well as some unbranded veal available.

We also learned that a high proportion of the supply of veal is shipped to the east coast market because it is more lucrative for the packer.

We discussed two breaking methods for a carcass of veal: (1) breaking into foresaddle and hindsaddle, and (2) breaking into "sides" and forequarter and hindquarter.

We found that all cooking methods are used successfully with veal except broiling.

We discussed the various merchandising and cutting methods for each primal cut of veal. Hopefully, you as a meat cutter, will try to develop more cutting methods. As you know, your imagination is a very important part of your talents. But you must use it to realize its potential value.

CHAPTER XV

Poultry: Cutting and Merchandising For Retail

Introduction

In its broadest sense, the term "poultry" includes all domestic birds that have been produced for eating purposes, egg production and even for exhibition.

Chickens are the most important of all species of poultry and will be the primary subject of this chapter. We will, however, cover the more important aspects of the other species as well.

Poultry in general, and chickens in particular, are a very significant proportion of the meat diet today. This for two basic reasons: (1) poultry is relatively inexpensive, and (2) it tastes good! The public has a strong liking for the taste of poultry.

For these reasons, the forward looking retailer will continually look for more and better ways to merchandise the various species of poultry for greater customer satisfaction and greater gross profits at the same time.

This chapter is designed to (1) provide you with a number of merchandising ideas for poultry, and (2) to provide you with basic general information pertaining to poultry.

Poultry Inspection and Grading

Both the Federal Government and the State of Minnesota offer inspection services for companies that process poultry for sale. Under Federal law, inspection for wholesomeness is required when poultry is to move between states or out of the country. Grading is voluntary under Federal law.

Minnesota inspection for wholesomeness requires:

(1) That each official establishment meet and maintain minimum requirements set forth in regulations on buildings, equipment, inspection facilities, sanitation and other facilities.

(2) That all poultry and poultry products processed in an official establishment be handled, prepared and marked as required by law. Each carcass and each package is required to display prominently the inspection mark of the inspection service and the use of such markings without adequately approved inspection is forbidden.

Poultry Grading

Poultry is graded A, B or C.

Grade A - quality poultry is full-fleshed and meaty with a good layer of fat and a broad, full breast.

Grade B - quality has slightly less meatiness and fat than the Grade A and may have minor tears and bruises and a few scattered pin feathers.

Grade C - quality is poorly fleshed and poorly covered with fat. The skin is torn, cut or bruised and the bones may be crooked or broken.

Preservation of Poultry

The poultry producers generally market their product live. They cannot profitably install the equipment necessary to finish, dress, chill, grade, pack and ship the product. These services are provided at a processing plant.

After the poultry has been killed and dressed, immediate cooling is necessary in order to preserve it. Poultry may be preserved by one of two methods. Fresh killed poultry is chilled and held at temperatures just below freezing, being consumed usually within two weeks after being delivered to market.

Poultry to be held for longer periods is frozen at temperatures ranging from 0 degrees F. to -20 degrees F. It is then held in a vault at about 10 degrees F. until it is sent to the retailer.

Quick Freezing, is a method that prevents the accumulation of ice crystals in the cells of the flesh. When undergoing quick-freezing, the poultry is placed in a vault with temperatures that range from -22 degrees to -50 degrees F. This cools the flesh so rapidly that the ice crystals do not accumulate. As a result, when the poultry is thawed, it more nearly resembles the texture, flavor and appearance of fresh-killed poultry.

Poultry generally keeps better if the viscera are left untouched. That is, if the poultry is not drawn at all. However, the savings in transportation costs and the economy of labor in large scale operations, coupled with quick freeze procedures, have resulted in most poultry being sold fully drawn. The terms used in describing poultry in these two conditions are: (1) EVISCERATED - which means the poultry is fully drawn, and (2) NEW YORK DRESSED - which means poultry sold with the entrails, crop and feet intact.

Classes of Poultry

"Kind" refers to the different species of poultry such as chickens, turkeys, ducks, geese, rock cornish hens, etc. The "kinds" of poultry are divided into "classes" by groups which are essentially of the same physical characteristics such as fryers, stewing hens or roasting chickens. These physical characteristics are associated with age and sex.

The "kinds" and "classes" of live, dressed and ready-to-cook poultry listed here, are in general use in all segments of the poultry industry.

Chickens

Chickens are grown all over the United States. Most chickens are bred for the purpose of producing both meat and eggs. Some of the favored breeds for this dual purpose are the Barred and White Plymouth Rocks, the Rhode Island Red and the White Wyandotte. The White **Leghorn** is raised primarily for its egg production. Meat producing chickens have heavy-set bodies; full, short legs and small bones. Their flesh is tender and of high quality. As with all poultry, however, the meat tends to become less tender and fiberous when the chicken is older than one year.

Classes of Chickens. Under Minnesota regulations, the classes of chickens are as follows:

(1) Fryer or Broiler. A young chicken, usually under 16 weeks of age, of either sex. The meat is very tender with soft, pliable, smooth-textured skin with very flexible breast bone cartilage. Fresh fryers are sold in 50 to 60 lbs. boxes, either packed in crushed ice, or dry-pack. They are sold by weight averages: 1 3/4 - 2 lbs.; 2 - 2 1/4 lbs.; 2 1/4 - 2 1/2 lbs.; 2 1/2 - 2 3/4 lbs.; 2 3/4 - 3 lbs. and 3 lbs. and up.

(2) Roaster. A young chicken, usually under 8 months of age, of either sex with tender meat, smooth textured skin with a breast-bone cartilage only slightly less flexible than that of fryers. Roasters will weigh more than 3 lbs. ready to cook.

(3) Capon. A de-sexed male chicken, usually under 10 months of age, that has tender meat with soft, pliable, smooth-textured skin. A capon will weigh up to 9 or 10 lbs. dressed. When the sex glands are removed from the male chicken, the physiology of the chicken is changed and they will gain weight much faster than a rooster will. They become much plumper, fuller bodied and meatier. (This is the same process that occurs when a bull calf is changed to a steer through castration).

(4) Stag. A male chicken, usually under 10 months of age, with coarse skin, somewhat less tender, darkened flesh and considerable hardening of the breast-bone cartilage.

(5) Hen, Stewing Hen or Fowl. A mature female chicken, usually more than 10 months of age, with meat much less tender than that of a

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roaster and with a completely hardened breast bone having no cartilage. Stewing hens should be cooked in liquid.

(6) Cock. A mature male chicken with coarse skin, toughened and darkened meat and hardened breast bone.

Merchandising Frying Chicken

Some of the ways that frying chickens are merchandised are: whole, quartered, cut up, family paks, 3-legged fryers, 3-breasted fryers and parts.

As the consumer has developed very definite wants and needs in their meat purchases, they have become more choosy in how they buy frying chickens. Retailers, in turn, have adapted more ways of selling fryers hoping to increase gross profits. As retail markets are operated today, the customer is able to purchase fryers in a wide variety of ways so they can get exactly what they want. Let's take a look at the methods of merchandising fryers listed above.

(1) Whole Fryers. Just as the name implies - whole including giblets. They are usually sold in plastic bags.

(2) Quartered Fryers. The chicken is split (usually on the saw) down the backbone lengthwise and then cross-wise in the middle, separating the wing/breast forequarters from the drum/thigh hindquarters. They are usually trayed, including giblets, in a No. 2 chicken tray.

(3) Cut-up Fryers. This method gives you eight pieces of chicken. The wings, breasts, thighs and drumsticks; plus giblets. Usually trayed in a No. 2 chicken tray.

(4) Family-Pak Fryers. There are several methods of packing chickens sold as family-paks. One of the more popular is simply to pack two quartered fryers together packed in a 2VT chicken tray. Methods can vary with each operator on this one.

(5) 3-Legged Fryers. Usually packed in a No. 4 chicken tray, this is simply a quartered fryer plus one leg-thigh quarter. You have, in this package, 3 leg-thigh quarters and 2 breast-wing quarters.

(6) 3-Breasted Fryers. Also usually packed in a No. 4 chicken tray, this is simply a quartered fryer plus one breast-wing quarter. You have, in this package, 3 breast-wing quarters and 2 leg-thigh quarters.

(7) Fryer Parts. Fryer parts are cut by hand, generally, and do not contain any back bone on the breast and thighs. Chickens sold by parts in Minnesota are regulated by the state. Regulations governing poultry inspection for the state of Minnesota provide these definitions of poultry parts:

(A) Breast - separated from the back at the points where the vertebrae ribs join the backbone. Neck skin is not included.

(B) Wishbones - (pulley bones) result when covering muscle and skin tissue are severed from the breast halfway between the end of the sighbone (hypodeidium) and the front of the breast bone to a point where the wishbone joins the shoulder. Neck skin is not included.

(C) Drumsticks - are separated from the thigh by a cut through the knee joint and from the hock by a cut through the hock joint.

(D) Thighs - are disjointed at the knee and hip joints. They do not include the pelvic bones.

(E) Legs - include the entire leg; that is, the thigh and drumstick and they may be disjointed.

(F) Wings - include the entire wing with all muscles and skin tissue intact, except that the wing tip may have been removed.

(G) Backs - include the pelvic bones and all the vertebrae posterior to the shoulder joint. The meat is not removed from the pelvic bone. The vertebrae ribs or scapuler may be removed or included without affecting the classification.

(H) Backstrips and Necks. - include the pelvic bones and all the vertebrae of the back and may or may not include the entire neck. The meat is stripped off the pelvic bone.

(I) Necks - with or without skin, are separated from the carcass at the shoulder joint.

(8) Splitting The Chicken. This is done by removing the backbone by cutting along both sides of the back bone, the full length of the chicken from the tail to the neck. Remove the breast bone along with its cartilage. This makes particularly good barbecuing chicken.

Some Interesting Variations in Merchandising

Baby Drumsticks. These are chicken wings with the tips removed and also the portion down to the next joint. This leaves the meaty "bicep" section which resembles a tiny drumstick - hence, the name "baby drumstick". As long as they are also labeled as wings, this is a legal and unique merchandising method.

Using Dressing. Another profitable merchandising technique is the use of dressing in stuffed products. Many operators will have on display AT ALL TIMES such items as whole or half stuffed roasting chickens (a 3 lb. or over large fryer may be used for this purpose). Another popular and profitable item is stuffed chicken breasts. Use a whole breast, stuff with dressing, place in an aluminum baking pan. These items can be garnished with paprika or parsley flakes to set them off from other fryer items on display.

This area, again, is limited only by your imagination and willingness to try new ideas. One important point bears repeating. When it comes to converting a merchandising idea to a successful sales item with legitimate customer demand, the key is to have the item available and on display ALL THE TIME. Don't make it a hit and miss affair because it won't be successful under those conditions.

Rock Cornish Game Hens. A Rock Cornish Game Hen or a Cornish Game Hen is a young, immature chicken, usually five to seven weeks of age, weighing not more than 2 lbs. (ready to cook weight), which was prepared from a Cornish chicken or the offspring of a Cornish chicken cross-bred with another breed of chicken.

Turkeys

Turkeys are a highly popular meat product which is used, today, in an infinite number and variety of items available to the consumer. These products range from turkey luncheon meats, turkey wieners, turkey "hams", turkey parts, turkey boneless roasts (white meat, dark meat or mixed), smoked turkey breast and others. The main selling points in today's market are not only the flavor and favorable prices, but the fact that turkey products are extremely high in protein and very low in cholesterol. These are very important points in today's health oriented market.

Grading Of Turkeys. The grading of turkeys is, of course, done at the processing plant. By the descriptions stated, this is apparent. You won't see these characteristics at the retail level. In grading turkeys, the class is specified in the grading. Classes of turkeys that are given U.S.D.A. grades are: (1) dressed young hens, (2) dressed young toms, (3) dressed old hens, and (4) dressed old toms. The U.S. grades for turkeys in all classes are: AA, A, B and C. Some of the general requirements for each grade are as follows:

Grade AA - cannot have the crop removed; no unsewn torn skin, no skin pigmentation, no calluses on breast bone, no blisters or dried skin from freezing.

Grade A - no feed in crop or entire crop removed. No unsewn torn skin, no feathers except fan feathers on the wing tip, which must be free of blood and dirt. No pigmentation except on the tail. Only slight calluses of less than one inch in length. Ice-packed dressed turkeys without head wraps permitted only if the heads have been thoroughly cleaned. No blisters or dried skin from freezing.

Grade B - No feed in crop or entire crop removed. Unsewn torn skin permitted if on the back or back of wings and if less than three inches in length. No feathers except fan feathers on wing tips. No skin pigmentation farther than on hips. Calluses must not be over three inches in length and not too dark. Ice-packed dressed turkeys without head wrap permitted if heads have been thoroughly cleaned.

Grade C - No feed in crop or entire crop removed. No feathers except fan feathers on wing tips. Open skin tears permitted.

Below Grade - Any bird with feed in its crop, dirty vents, dirty feet and bloody head and body. Any bird showing an external condition that would render it unwholesome for food.

These grading specifications are obviously used at the point of slaughter and are only meant to give you some background knowledge on turkey grading. Fortunately, today, most turkeys come to the retailer completely dressed and in most cases, frozen. Even fresh turkeys usually come to retail dressed (nearly oven-ready).

Now, we will look at the various classes of turkeys. These classes will show the groupings as they are sold at retail.

Classes of Turkeys

Fryer-Roaster Turkey. A fryer-roaster turkey is a young immature turkey, usually under 16 weeks of age, of either sex with tender meat, soft, pliable, smooth-textured skin and flexible breast bone cartilage. These turkeys, generally, will average 4 - 8 lbs. dressed weight. They are merchandised at retail using such names as "rotisserie turkeys". This size is popular when merchandised as a pre-stuffed turkey.

Young Hen Turkey - A young female turkey, usually five to seven months of age, with tender meat; soft, pliable, smooth-textured skin and breast bone cartilage that is somewhat less flexible than a fryer-roaster turkey. These turkeys will average in weight 8 to 12 lbs., dressed weight.

Young Tom Turkey - A young male turkey, usually five to seven months of age, with the same characteristics of the young hen turkey. This will also weigh the same as the young hen turkey.

For labeling purposes, the designation of sex within the class name is optional and the three classes of young turkeys, listed above, may be grouped and designated as "young turkeys".

Yearling Hen Turkey - a fully matured female turkey, usually under fifteen months of age, with reasonably tender meat and reasonably smooth textured skin. These turkeys will average in weight 12 to 16 lbs., dressed weight.

Yearling Tom Turkey - a fully matured male turkey, usually under fifteen months of age, with the same general characteristics as the yearling hen turkey. These turkeys, generally, will average 16 to 24 lbs., dressed weight.

Mature Turkey or Old Turkey - an old turkey, usually in excess of fifteen months of age, of either sex with coarse skin and toughened flesh. These turkeys won't be found in retail markets. They are primarily used in commercial operations where they are used in items such as soup, ground turkey, and so on.

Whole turkeys are merchandised in various other ways such as the previously mentioned pre-stuffed turkey and smoked turkeys (usually the fryer-roaster size). In addition, various consumer oriented additions may be found in certain turkeys. These would include "pop-up timers", which are used to assist the consumer in proper cooking. "Self-basting" turkeys are another consumer oriented technique designed to produce a cooked turkey with more moist and juicy meat. In this process, margarine or vegetable oil is injected under the skin of the breast. Other turkeys are sold as "regular" turkeys; that is, with no additives of any kind.

Cooking Turkeys

The basic cooking method for cooking whole turkeys is roasting. No other meat has been the subject of more "inventive" ways of cooking. It seems that each holiday season will produce a new method. They range from covering the bird with a brown paper bag while roasting, to utilizing the plastic cooking bag to a fully covered pan, an open roasting pan, using a certain temperature (oven) for a given period of time and then turning the heat off, allowing the turkey to cook on the accumulated heat without opening the oven door for a specified time. Another method used by some is to place the turkey on a rack in the roaster - breast down. This is supposed to keep the white breast meat more moist. You can be sure that next year there will be one or two new methods.

Basically, we are looking at a moist heat cooking method. This means low temperature (325°F.) for about 25 minutes per pound, using a covered roaster. Browning can be accomplished by removing the cover for the last 1/2 hour.

Because the consumer does not roast a turkey every day, they tend to get concerned about "doing it right" - especially when it is for a holiday meal with many guests. This concern is understandable and as meat people dealing directly with the consumer, it becomes part of our job to relieve these anxieties by providing useful and accurate cooking suggestions. There is a great deal of psychology involved in selling and the meat salesperson must learn how to ease customer's anxieties. It is also important to keep cooking suggestions and methods simple. You must appear confident and "know what you're talking about". We'll get into this in more detail in Chapter XX on "Salesmanship". Turkeys and holidays pose unique situations so it is important to be made aware of these factors now, while we are discussing turkeys.

Some Merchandising Ideas For Turkeys

Turkeys do not necessarily have to be sold only as whole turkeys. They are sometimes sold as half or quartered turkeys. This, many times, works out ideally for smaller families. To enhance the appearance of this product, you could garnish the top of the turkey with parsley flakes.

Turkeys could be thawed, or use fresh turkeys, and cut up for turkey parts. When cutting into parts, you should, of course, take your own cutting tests so that your pricing structure will be profitable and yet, not be priced too high for competition. Can you think of some more ideas?

Ducks

The following are the various classes of ducks:

(1) Broiler or Fryer Duckling - a young duck, usually under 8 weeks of age, of either sex with tender meat, a soft bill and a soft windpipe.

(2) Roaster Duckling - a young duck, usually under 16 weeks of age, of either sex with tender meat, a bill that is not completely hardened and a windpipe that is easily dented.

(3) Mature, or Old Duck - a duck, usually over 6 months of age, of either sex, with much less tender meat, hardened bill and a hardened windpipe.

Roaster ducklings are usually merchandised oven-ready; that is drawn, cleaned and ready for roasting. These are known as Long Island ducklings. They will generally weigh about 4½ - 5 lbs. dressed. The meat of a duck is quite greasy and the yield of meat per pound is much poorer than that of chicken or turkey. Although ducks are quite delicious, they are in limited demand in most markets.

Geese

The following are the classes of geese:

(1) Young Goose - a young goose may be of either sex with tender meat and a windpipe that is easily dented. They will weigh generally between 6 and 12 pounds.

(2) Mature, or Old Goose - may be of much less tender meat and a hardened windpipe. These are not usually found at retail.

Geese, as is true with ducks, are quite fat and wasty; the meat is oily or greasy and the yield is very poor when compared to that of chicken and turkey. Geese also are in limited demand.

Summary

Poultry has a special place in the merchandising scheme of things in the meat department. There can be a significant contribution to gross profit.

Chickens, of course, are the main species of poultry sold. We looked at poultry inspection and grading. We learned that under federal jurisdiction, inspection for wholesomeness is required and grading is voluntary. We learned the difference in the grades A, B and C in poultry. We saw that there are six classes of chickens - fryer-broiler, roaster, capon, stag, hen and cock. We looked at ten separate ways of merchandising fryers.

Then we discussed the four grades of turkeys: AA, A, B and C. We also looked at the various classes of turkeys and the differences between them. We discussed some of the "gimmicks" used in selling turkeys such as "pop-up timers" and "self-basting turkeys".

We looked at the basic cooking method for turkeys, which is moist heat roasting at low (325 degrees F.) temperature. We also discussed some of the "unique" cooking methods that become popularized each year. It is essential, when selling turkeys, to keep directions and suggestions simple for the customer.

We looked at merchandising turkeys as half or quartered turkeys and also turkey parts, which find great success in certain markets.

We also looked at the classes of ducks and geese available. We found that both of these species are limited in sales potential and the meat of each is quite oily and the yields of meat to bone and fat is quite poor when compared to that of chicken or turkey.

CHAPTER XVI

Merchandising Homemade Sausage

Introduction

According to Webster's Dictionary, sausage is defined as "a highly seasoned minced meat, stuffed in casings of prepared animal intestine and used either fresh or cured and smoked". Another very appropriate definition for the broad term "sausage" is: "one of the very best tools to build strong gross profits".

High quality sausage items are also an excellent tool for building customer loyalty. "Homemade" sausage products can make your operation unique and exclusive of the competition. In this highly competitive age, you need every possible tool available to hold your customers and to attract new ones. Meat markets that can boast excellent quality homemade sausage have been known to attract customers from much further distances than the normal business drawing area.

There are a multitude of sausage items that can be made. There are literally hundreds of ethnic sausage recipes available, besides a large number of "standard" sausage items.

The emphasis in this chapter is placed on how this type of product fits into the retail operation and the benefits and advantages derived therefrom.

Some General Information

Meats used in making sausage include beef, pork, veal, lamb, poultry, wild game of all kinds and - in some countries - fish. Sausage is seasoned with herbs, and spices, including salt, red and black pepper, sage, garlic, onions, oregano, sugar, fennel seed, ginger and others. Most sausage contains small amounts of curing agents called nitrites and nitrates, which helps give sausage its color. Nitrites and nitrates are also known as preservative agents. They have been quite controversial, having thought to have been a carcinogenic (that is, a substance or agent producing or inciting cancer). This concern has been deemed a misnomer. Science has decided that the alarms were not warranted.

Europeans sometimes add gin or red wine to sausage to give it a special flavor. The frankfurter, named for Frankfurt, Germany, is by far the most popular sausage in the world. It is made of cured and smoked pork and beef. Experts believe frankfurters were first made in Germany during the Middle Ages. (Can you imagine a meat cutter in those days developing new merchandising ideas and running into negative reactions from meat cutters who said the idea wouldn't work?)

Basic Merchandising Forms

Sausage is sold in two basic forms. Some is sold "bulk". That is, just as it comes from the grinder. Some is sold in "stuffed" form. This means the sausage is stuffed into a casing. Natural casings, as they are called, are specially prepared animal intestines. There are hog casings which are an inch to an inch and a quarter in diameter when stuffed. Fresh country style pork sausage is one sausage typically stuffed in hog casings. Sheep casings, when stuffed, will generally be 3/4 to 1 inch in diameter. The most common sausage stuffed in sheep casings is the "skin on" wiener. Beef casings are much larger and are sewn together to give a larger diameter. They can be 3 to 4 inches in diameter. A common type of product utilizing beef casings is a "natural casing" thuringer or summer sausage. Natural animal casings are prepared by washing thoroughly and packed in heavy salt. If not salted down, natural casings will rot - even if refrigerated. To prepare casings for the actual stuffing operation, they should be rinsed thoroughly inside and out by running cold water through them. This opens the casing up so it is more easily stuffed. Stuffers range from a small nozzle type attachment to the grinder head to large automatic equipment for large volume wholesale operations. The appropriate size for any given operation is controlled by the sales volume.

Two Basic Types of Sausage

Regardless of the ingredients, all sausage products fall under two main categories. They are either fresh or smoked.

Fresh sausage would include such items as fresh country pork sausage, fresh pork links (either skin-on or skinless), fresh Italian and fresh pepperoni, just to name a few.

Smoked sausage would include items such as wieners, polish sausage, smoked country style pork sausage, smoked peppercorn and many, many more.

While fresh sausages are sold both in the bulk and stuffed forms, smoked sausages are stuffed before smoking.

The smokehouse is a small room or building where the sausages can be hung on racks where they are left for various periods of time, usually a matter of hours - depending on the desired amount of smoke. A controlled temperature is maintained with the "smoke" coming from sawdust placed above the heat source. Usually special hardwood sawdust is used for particular flavors. Hickory or applewood are among the more popular.

Cooked and Uncooked Sausage

Here are two more variations in certain sausages. All smoked sausage is considered to be cooked. All "fresh" sausage is considered to be uncooked. There are some exceptions to this. One in particular is bratwurst. Bratwurst is sold in a "cooked" and also in an uncooked condition.

Size of Your Sausage Operation

The amount of sausage that is made at the retail level of any operation is purely optional. Virtually all sausage items are available through your various wholesale suppliers. But, as stated earlier, "homemade", top quality products can make your operation unique among the competition. Sausage operations at the retail level range from zero to a full, wide range of items both smoked and fresh, bulk and stuffed, cooked and uncooked.

The extent to which any operation is committed depends upon several factors: (1) the amount of time and labor that management is willing to put forth, (2) the amount of gross profit projected to be gained, and (3) the degree of competitive edge to be attained. These factors can only be determined by the individual circumstances of each operation. The goal here is not to advocate either a pro or con position, but simply to make you aware of the possibilities and potential.

As in most other pursuits, the middle road is more than likely a safe and sane approach. The average retailer could benefit from the making of a couple of sausage items that will permit the profitable utilization of such by-products as pork trimmings, veal trimmings and such. Beyond this, the retailer probably would be wise to add new items one at a time so as to fit the program into the general operation without causing any major problems by jumping in too fast, thereby disrupting the payroll, the established system of day to day operation and poor control over the new items as they are incorporated into the general operation. Remember, as you expand your sausage making expertise, it is imperative that quality control be maintained at all times. Losing your quality will defeat the whole idea and the operation would hurt the business more than if it had never been started.

A Place to Start

To assist you in the initial stages of starting a "homemade" sausage program, here are two simple recipes that, if followed properly, will utilize all of your pork trimmings. This will not use up too much labor and will contribute to gross profit and also give you a competitive edge.

The first recipe is for:

(1) Fresh Country Style Pork Sausage

Use 50 lbs. Pork Trimmings (50% lean)

To this you add: 1 lb. salt
3 oz. black pepper
1 oz. oregano
7/8 oz. marjoram

Commercially prepared seasonings are also available for various kinds of sausage.

(2) Fresh Pepperoni

Use: 25 lbs. Lean Pork Trimmings
25 lbs. Beef Trimmings (or Veal Trimmings)
50 lbs. Total

To this you add: 1 lb. salt
2 oz. black pepper
2 oz. paprika
1½ oz, garlic powder
1½ oz. fennel seed
1 oz. red pepper
1 oz. oregano

Both of these fresh sausages can be merchandised in bulk form or stuffed and linked. Linking is accomplished by twisting the stuffed casing at given intervals depending on the size of the links desired. Both are stuffed in hog casings.

When preparing the meat and seasonings for grinding, it is a good idea to prepare the trimmings one day in advance. Spread the trimmings on platters or trays to a depth of 2 to 3 inches. Sprinkle the seasoning over the trimmings evenly. Let stand overnight in the walk-in cooler. Low temperature is a key to success. When pork trimmings are taken directly from the cooler and ground as quickly as possible, the heat generated in the grinding process does not have an opportunity to create a gassy condition in the pork sausage. The more this gassy condition develops, it will produce a sausage lacking in color and high in bacteria.

Merchandising Suggestions

After the decision is made to get into a homemade sausage program, the next step is to develop a successful system of promoting the sale of these products. This can be accomplished through the use of the following methods:

1. Point of sale material
2. Prominent displays
3. Products featured in weekly "ads"
4. In-store demonstrations

(1) Point of Sale Material: This includes signs and pictures of the products, preferably in the cooked state, ready to serve. The selling of the product involves using the senses of smell, taste, sight and the "pocket book".

(2) Prominent Displays: The product or products need to be on display at all times, in prominent sections of the case. An attractive, fresh product in attractive displays with appropriate point of sale material will attract the customer's interest.

(3) Products Featured in Weekly "Ads": Featuring these unique, high quality products regularly in your regular advertising program will keep them in the customer's mind. Also, a special sale price or a featured coupon will encourage people to try these products.

(4) In-Store Demonstrations: The actual sampling of the product at store level can be an invaluable sales tool for promoting your special products. By utilizing the actual aroma and flavor of these items, they become very difficult to resist.

The four above-mentioned merchandising suggestions, when combined with your rigid quality control standards will bring into focus a fifth merchandising tool; one that can be the best one of all. That is "Word-Of-Mouth" advertising. One satisfied customer telling another about your great products! Happy, satisfied customers are your best sales people - take care of them.

Summary

High quality, homemade sausage has certain advantages to the retailer. Among them are significant contributions to gross profit, an excellent way to build customer loyalty and a way to be unique and exclusive of the competition. Along with the various seasonings, a small amount of nitrates and nitrites are added to retard spoilage and improve appearance.

Sausage is sold in various forms: fresh or smoked, bulk or stuffed in casings, and linked and cooked and uncooked. The casings used in stuffing sausage are made from the intestines of pork, sheep and beef.

Some factors having a great bearing upon the size of the sausage program in a retail operation are: (1) the amount of time and labor management is willing to expend, (2) the amount of gross profit to be gained, and (3) the degree of competitive edge to be attained. In beginning a program, it is wise to start with one or two kinds and work into it gradually. Quality control is the key to a successful sausage making program.

Four basic merchandising techniques are: (1) point of sale material, (2) prominent displays, (3) products featured in weekly ads, and (4) in-store demonstrations. A fifth merchandising tool is word-of-mouth advertising.

As you can see, homemade sausage can be used as a very profitable tool if the program is operated successfully. How many unique merchandising ideas have you seen being used at the retail level? Perhaps you can think of some original ideas. Some good recipes are available through the commercial suppliers of prepared seasonings.

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CHAPTER XVII

Seafood

Introduction

Seafood is a very specialized area of the food industry. Whether or not you now work in a market that merchandises fresh fish, some basic knowledge on the subject will aid you in answering consumer questions. If you are able to make helpful suggestions on the varieties of fish available, and if you know the basic cooking methods and some essential basic facts on seafood, yours will be the market that the consumers in your area will come to for variety, new ideas and suggestions. Their questions will give you more selling opportunities.

Some General Information on Seafood

Knowing market forms (how the fish is normally sold), whether the fish is a fat or lean variety and calorie counts aid the customer in shopping, meal planning and choosing the best cooking method. Fat varieties contain at least 5% fat. Lean varieties have less than 5% fat. Calorie counts are for an uncooked 3½ oz. portion unless otherwise specified.

FRESH WATER FISH

SPECIES	COMMON MARKET FORMS	FAT/LEAN	CALORIES
Carp	Whole, Dressed	Lean	115
Catfish	Whole, Dressed	Lean	103
Lake Herring	Whole, Drawn, Fillets	Lean	96
Lake Trout	Drawn, Dressed, Fillets	Fat	241
Pike	Whole, Dressed, Fillets	Lean	93
Rainbow Trout	Drawn, Dressed	Fat	195
Smelt (4 or 5 Med.)	Whole, Dressed	Lean	98
Whitefish (3 x 3 x 7/8)	Whole, Drawn, Dressed	Fat	155
Yellow Perch	Whole, Fillets	Lean	91

SALT WATER FISH

SPECIES	COMMON MARKET FORMS	FAT/LEAN	CALORIES
Cod (Torak)	Drawn, Dressed, Steaks, Fillets	Lean	78
Eel (1 serving)	Whole, Dressed	Fat	233
Flounder or Sole	Whole, Fillets	Lean	68
Haddock (1 fillet)	Drawn, Fillets		
Hake	Whole, Drawn, Dressed, Fillets	Lean	74
Halibut (3x2x1)	Drawn, Dressed, Steaks, Fillets	Lean	100
Herring (Atlantic)	Whole, Canned	Fat	176
Mackeral	Whole, Drawn, Steaks, Canned	Fat	191
Mullets	Whole	Lean	146
Pollock	Drawn, Dressed, Steaks, Fillets	Lean	95
Pompano	Whole, Fillets	Fat	166
Red Snapper	Drawn, Steaks, Fillets	Lean	93
Salmon (Chinook)	Whole, Dressed, Steaks, Fillets, Canned	Fat	222
Sea Bass	Whole, Drawn, Steaks, Fillets	Lean	96
Striped Bass or Rockfish	Whole, Drawn, Steaks, Fillets	Lean	97
Swordfish	Dressed, Steaks	Lean	118
Tuna	Whole, Drawn, Dressed, Canned	Fat	145
Whiting	Whole, Drawn, Dressed, Fillets	Lean	74

SHELLFISH

SPECIES	COMMON MARKET FORMS	FAT/LEAN	CALORIES
Clams	In Shell, Canned, Frozen	Lean	63
Crab	In Shell, Canned, Frozen	Lean	81
Lobster	Whole, Live, Tails, Frozen	Lean	98
Mussels	In Shell, Canned	Lean	77
Oysters	In Shell, Canned, Frozen, Fresh	Lean	68
Scallop	Frozen, Fresh, Canned In Shell	Lean	78
Shrimp	Frozen, Fresh, Canned	Lean	209
Squid	Fresh, Frozen Canned	Lean	84

Cooking Methods

When choosing a cooking method for fish, keep in mind the fat content. Fat fish is likely to remain moist when broiled or baked. Lean fish may dry out cooked by these methods unless cooked in a sauce or basted often with oil or butter. The firmer fleshed lean fish is simple to poach. Fat fish needs gentle handling to be sure it retains its shape. By taking a few precautions in handling or adding a basting sauce, it is possible to cook fish by any of the cooking methods.

There are five basic cooking methods for fish. They are: (1) pan fry, (2) bake, (3) broil, (4) poach, and (5) deep fry.

1. Pan Fry: Thaw frozen fillets and pat dry. Dip fillets in beaten egg and water or milk, then in seasoned flour, cracker crumbs, or crushed cereal. Cover with waxed paper; refrigerate 5 to 10 minutes. Pour in enough oil to coat bottom of skillet. Cook fillets over moderately high heat until golden brown on one side; turn and brown the other side.

2. Bake: Preheat oven to 350 degrees. Place thawed fillets in greased shallow baking dish. Brush with butter, oil or sauce. Bake 15 to 25 minutes until fish flakes easily. Fish may be basted during baking.

3. Broil: Brush fish with butter or oil. Place single layer of fish on well-greased broiler rack. Baste well with melted fat or basting sauce before and during cooking. Broil 3 to 4 inches from heat. Allow 5 to 10 minutes to cook if thawed and 10 to 15 minutes if frozen. Test for doneness during cooking.

4. Poach: Lay thawed fillets side by side in wide, shallow pan such as a large skillet. Pour in just enough hot poaching liquid to cover fish. Cook at very low simmering temperature until fish is done. Poaching liquid may be lightly salted water, milk or court bouillon. For court bouillon: to water add lemon juice or white wine, salt, white pepper, bay leaf, thyme, coarsely chopped celery, onions and carrots.

5. Deep Fry: In deep pan, heat 3 to 4 inches oil to 375 degrees. Wipe fish with damp cloth. Cut into serving size pieces. One at a time, coat pieces with crumbs or batter and lower into oil. Cook until browned (about 3 to 5 minutes) and fish flakes easily.

Nutrition

A renewed national awareness of proper and balanced nutritional aims and goals is before the nation. Seafoods have a vital role to play in the achievement of these objectives because they offer an excellent source of nutrient essentials and dietary variety. Unlike other high protein foods of limited variety, some 200 individual species of seafood are available in preparations that make "Nutrition from Sea" simple delicious. Planned, balanced diets for the individual or the family are made easier with such variety and appeal readily available.

Seafoods offer dynamic nutrient balance with very little cooking loss - you've got yourself a real buy!

Protein

Fish and shellfish contain protein of excellent quantity and quality; that is, they contain generous amounts of the amino acids that are needed to construct and maintain body tissue. These amino acids are like building blocks; supplied generously from seafood sources, they are one of the basic keys to proper and balanced nutrition. Other factors will be discussed as we develop this narrative.

A serving as small as 4 ounces of raw fish will supply about half the total amount of protein required each day by the body. The other half can easily be supplied by a normal intake of protein of non-animal origin. Thus, the quality of the protein is high, regardless of whether it comes from lean or fatty fish. Fish proteins are from 85 to 95% digestable; therefore, it is especially good for children and older people. Although protein content varies between lean and fatty fish, amino acid composition and quality of the protein is remarkably constant.

Fat

The controversy over the amount and type of fat in the diet versus the incidence of heart disease is still not settled, but indications have shown that ingestion of fat containing polyunsaturated fatty acids will tend to lower blood cholesterol levels and lower the incidence of atherosclerosis. Everyone needs some saturated fats, some unsaturated fats and some cholesterol, but controlling them in a reasonable manner is a problem. Seafoods are the key, for they contain the necessary unsaturated fats and small amounts of cholesterol.

Calories

Reducing the total intake of calories, however, is often as important as including liberal quantities of polyunsaturated fatty acids in the diet. In this case, fish that are low in calories can form the main entree of a meal. Total caloric intake will be reduced, while still providing adequate protein to meet the body's requirements. Low-fat fish and shellfish normally contain less than 100 calories in a 4-ounce serving. On the other hand, a 4-ounce serving of good-quality meat may supply well over 300 calories. For those who are calorie conscious, substituting seafoods offers a distinct advantage over other foods that are high in fat.

The high protein content of seafoods is complemented with low calories. Ounce for ounce, you get a nutrition bargain that is hard to beat.

Vitamins and Minerals

Seafoods are supplementary vitamin lenders. Certain fatty fish are good sources of vitamin D and many lean fish provide adequate amounts of the B family of vitamins. The B vitamin content of fish is about the same as that found in meat from land animals.

Fish also contain large amounts of phosphorus, potassium and iron. Despite the fact that many fish species come from salt water, the salt content of fish is relatively low and can be freely used in low sodium diets. Fresh oysters and soft clams are also low in sodium but other shellfish often contain higher amounts of sodium.

Fishery products are noted for their valuable sources of trace minerals, such as iodine and fluorine. Most essential trace minerals are present in fishery products in amounts at least equivalent to those in meat, and usually in much higher amounts than in vegetables and dairy products.

Some Helpful Hints for Fish

1. D.D.T.:	Filleting is the best method for preparing fish if you are concerned about D.D.T. or other chemicals. Chemical residues are usually concentrated in fatty tissues - the belly and the sides. When you fillet the fish you will cut away these parts.
2. Freshness:	When checking for freshness, the fish should have bulging eyes. The gills are reddish in color. The scales will adhere firmly to the skin. The flesh should be firm to the touch. The scales should have a high sheen. There should be a minimum of odor.
3. Freezing:	If the fish isn't going to be used right away, a good way to freeze it is by freezing in water. That way it is thawing on a bed of ice.
4. Buying:	A whitish surface indicates excessive dehydration.
5. Overcook:	Fish is done when it is flaky when probed with a fork. It is transluscent (partly transparent). When it is done it is opaque (solid, congealed, not transparent).
6. Temperature:	Fish is done at an internal temperature of 140 degrees. At 150 degrees, the tissues break down, thereby letting juices and flavors escape.
7. Flavor:	Fish is typically bland - sauces are good flavor enhancers.
8. Odors in Cooking:	To minimize fish odors in cooking, use lemon, wine, vinegar, ginger, or spring onions.
9. Odors off Hands:	To remove fish odors off the hands, rub with lemon, vinegar or salt before washing.
10. Odors on Utensils:	To rid odor on dishcloths and utensils, use a solution of 1 tsp. baking soda to 1 qt. water.

11.	Thawed Fish:	Never re-freeze thawed fish, but it can be cooked and refrigerated to store it a short while (one or two days).
12.	Cooking Frozen:	If you are cooking fish frozen, the best methods are baking, broiling, or cooking in aluminum foil.
13.	Cooking Time:	If you are cooking frozen fish, double the time allowed for fresh fish.
14.	Skin:	It is a good idea to skin frozen fish before cooking for added flavor and best cooking results.
15.	Timing:	Remember, all cooking times are approximate because of the different sizes and shapes of the fish.
16.	Measurement:	The Canadian Department of Fisheries has come up with a practical solution of measuring the fish at the thickest point and allowing 10 minutes per one inch of thickness.
17.	Rinsing Fish:	Do Not rinse fish under cold running water. Do fill a pan with acidulated water - 1 Tbsp. lemon juice to 1 qt. water. Rinse the fish in this.

Unlike red meat, fish is NOT cooked to tenderize it. Only to congeal the protein and bring out the flavor. Fish is naturally tender, so always remember that fish COOKS QUICKLY.

In summary, remember that seafood has many nutritional advantages and if properly prepared, is some excellent eating! We have tried to stick to basics here because to get too technical in terms of cooking and recipes would not be practical in a short lesson such as this. Suffice it to say that if you can master some basic knowledge on the subject, you will become a much more valuable person to your employer - and to yourself and your career. Remember, the moral of the fish story is the word "flakiness" - and Don't Overcook.

The Retail Fish Service Case

When operating a retail service case for seafood, you have the opportunity to do some imaginative merchandising! The first thing to remember is to NEVER display seafood and red meat in the same case. Odor transfers will result and the fresh meat will take on the fish aroma.

Seafood is displayed upon a bed of crushed ice. Some stores have the facilities to make their own crushed ice, while others prefer to buy ice from an ice manufacturing company.

When displaying the various species of fish, it is a good idea to separate them with the use of regular green spacers, commonly known simply as "greens". These can be arranged in the case to shape the displays into many different designs to better attract the customer.

It is a good idea to display "by color". Reds and orange colored items like crab and salmon should be alternated with white items such as sole fillets, haddock or walleye. These displays can be garnished with colorful slices of oranges, lemons and limes to dress up the display.

Seafood is extremely perishable and a fish case should be attended constantly to make sure that all fish is sold and displayed in proper rotation (F.I.F.O.). For slower moving items, don't gamble on spoilage. If you are in doubt about the condition, don't sell it. Throw it away! There is an old saying which states that "your first loss is your best loss". This is a case in point where the statement is entirely appropriate. What happens if you sell a customer some tainted or nearly tainted fish? At best, the eye appeal is gone, the flavor is gone and the customer is the proud owner of a very poor product that was purchased at your market. Remember "word of mouth advertising"? This promotes "negative word of mouth advertising". It is very effective in ruining business! At the worst, selling spoiled or nearly spoiled fish can result in sickness - even death; and lawsuits against your market.

Summary

Selling seafood is a very specialized area and needs some special expertise. Fish are divided into groups - fat and lean fish. We found the common market forms for a lot of the more common fish. We found the five main cooking methods for fish and looked at the nutritional side of seafood and discovered that these products are an excellent value from that point of view. For assisting the meat cutter in selling seafood, we listed a number of helpful hints that should help in dealing with the seafood customer. We also discussed the unique opportunities and problems involved with operating a service fish case. Selling fish, as with everything else, takes a great deal of experience and the attitude of the meat cutter is most important in gaining this knowledge and experience.

CHAPTER XVIII

Frozen Foods

Introduction:

The freezer has become a very vital part of the retail meat operation. No retailer could operate successfully today without a walk-in freezer and retail freezer cases. Why? Because so many products are sold in their frozen state today. It seems that there are more frozen products to be displayed and merchandised all the time. The primary reason for this phenomenon is the consumers' acceptance of convenience foods. More and more ready to eat food items are finding their way into the retail stores. Freezing these foods and merchandising them in this condition seems to be the most practical method known at this time.

In this chapter we will discuss two separate, yet related, areas. The walk-in freezer and the retail freezer cases. We will look at the advantages and yes, one or two disadvantages as well. The primary objectives of this discussion are to learn some of the best procedures used in handling frozen foods and secondly, to learn some merchandising techniques for frozen foods.

The Walk-In Freezer

The walk-in freezer is really a necessity in today's retail operation and certain methods used in operating it have proved most efficient. Some of these methods are as follows: receiving procedures, storage procedures, rotation procedures, and certain methods of handling product. Let's take a closer look at them.

Receiving Procedures: When frozen foods are delivered to the retail market, they must be checked in immediately. Invoices must be checked against the delivered goods, item for item. Any shortages found should be noted and if you are charged for shorted items, a credit slip must be made out; or, in some cases, a simple notation on the invoice, initialed by the driver and signed by the receiving employee. The products must be checked for damage. Damaged goods should be returned, or credit received. It is important to check for damage immediately upon receiving, because if it isn't discovered until later, it could be said that the damage occurred after delivery. It is just good business to handle these problems immediately.

Unsealed cases should be checked for "missing" packages. Look for cut cases, such as could happen if a two-wheeler smashed into the case, thereby damaging packages inside. In the summer time, especially, be watchful for thawed out products. Thawing and re-freezing can materially change the appearance and palatability of the product, possibly rendering it unsaleable.

Storage Procedures: After checking in the load, the products must be "put away" in the freezer immediately. All boxes and cases that are to be stacked on the floor, that is, not on shelving, must be placed on pallets so the cases are completely off the floor. When stacking these items, be sure to stack the cases with the labels out where the weights and other information are readable. Careless stacking with the weights not visible is poor policy. It makes more work later on; for instance, when taking inventory, all these unreadable cases would have to be handled again. Remember, we are trying to obtain the most efficient use of labor. It is a good idea to stack turkey cases according to sizes and brands — all cases of the same size together. This will facilitate more accurate ordering because it will be much easier to see what sizes and brands are out of stock.

Smaller items should be stacked on shelving, again off the floor. Labels should be facing "out" so they are readable.

Rotation Procedures: Whether the products being handled are fresh or frozen, the rule on rotation is: first in, first out (F.I.F.O.) This means that when you are receiving a new load and storing it, the product already in stock must be pulled forward. The new stock being stored behind. Obviously, frozen products are not going to spoil, but that doesn't mean that they shouldn't be used in the F.I.F.O. sequence. This is necessary for several reasons: (1) prices change and your pricing structure will be more accurate when products are used in proper rotation; (2) products have been known to "get lost" in the walk-in. Eventually these out of rotation products could get freezer burned or the boxes could get broken or crushed; (3) once in a while a manufacturer will change their label or add a "special offer" on to their label. Then, if you still have product with the old label mixed in with the new, it is possible that the old labeled items may not move.

Through strict inventory control, a good share of the situations mentioned above can be prevented before they ever develop. However, this is sometimes easier said than done. It is a rare meat department that doesn't from time to time have over-stock in ad items. This is why rotation policies are so important.

The "Crutch" Syndrome. The walk-in freezer is an invaluable tool for the retailer. However, tools should be used - not abused! Some retailers have been known to fall into the trap of the "crutch syndrome". This simply means that the freezer becomes a crutch in the mind of the operator. It becomes not a place to store frozen products for sale, but a place to store problems. Instead of solving the "problems" as they appear, this retailer will store these small problems in the freezer — where they will grow eventually into big problems.

For example, a fresh product is received in apparently good shape. Upon cutting, it is discovered to be unacceptable. It could be a bruised beef loin, a "sour" round or something of this sort. The perfectly logical response is to wrap the bad product and put it in the freezer to hold until the packer can be notified and a "pick up" order is written by the packer. But somehow the pick up never happens. Soon the freezer is filled with these "problems". Another way that the freezer is abused is to use it in place of more accurate estimates of amounts of product to be sold. Ad items for instance. It is easier to load up so as not to run short, and after the sale is over, just put the over-stock in the freezer. After a few weeks of doing this with ad items, you have a freezer full of over-stock. Most store owners or corporate managements demand tight inventory control so that excessive capital is not tied up in unnecessary inventory.

When the freezer becomes filled to overflowing with unnecessary "problems" and merchandise, usually the first thing to go is the orderly rotation system. Items are "lost" in the freezer. There will be much damaged product and excessive freezer burn through torn packages and broken, crushed, even stepped on cases and packages. This may sound extreme to some, but rest assured it can and does happen!

There are certain times of the year - especially around the holiday season - when huge stock purchases such as turkeys will create storage and rotation problems. These are unavoidable and at these times it is even more imperative that every employee work in close cooperation to minimize the problems caused by these extremely busy times and the high sales volume that accompanies the holiday season. By the way, the holiday season, for retailers, extends continuously from before Thanksgiving straight through New Years Day.

Wrapping For The Freezer. Wrapping meat for the freezer is a little different than wrapping for a service meat case, for instance. The primary goal of freezer wrapping is to preserve the quality of the product. The greatest threat being freezer burn.

When wrapping fresh meat for freezing, whether it is beef, pork, poultry, veal, lamb or fish, a wax or plastic coated paper should be used. It is commonly known simply as freezer wrap or locker paper. The packages should be double wrapped for best protection. You should always try to wrap as tightly as possible so as to force as much air as possible out of the package.

The best technique for a tightly wrapped package is the "corner to corner" method. Lay the piece of meat upon the paper with a corner pointing toward you. Bring this cover over the meat. Fold both sides over the meat tightly. Then fold the covered meat over once, tightly - and continue on to the end of the paper. Again, double wrap is best, so repeat the process with another sheet of freezer wrap. Then secure with freezer tape, label and date the package.

The ideal walk-in freezer will have a section of shelving designed with coils running under the metal shelves containing refrigerant to quick-freeze the packages. It is imperative that fresh meat be frozen as quickly as possible to preserve the flavor, eye appeal and natural juices. If fresh meat is simply packed into a box and placed in the freezer, it could take up to 24 hours or more to freeze solidly. During that time, the packages will bleed - especially if they are packed deeply in a large box. This in turn will affect the flavor and quality of the meat. It can also ruin the packages in extreme cases.

Frozen Food Retail Cases

No matter how effective a system is used to operate the walk-in freezer, efficiently, the end result is measured in sales and profits. In order to get maximum sales of frozen foods, much depends upon the operators ability to successfully merchandise these products. The best tool available to the retailer, for this purpose, is the frozen food retail case. These cases come in several styles: (1) the "coffin" case, which is simply stocked from the top and the consumer shops the case in the same manner - by reaching down into the case to select the products. (2) the triple decker (or 4 or 5 tiers) which has 3, 4 or 5 shelves. It is stocked and shopped from the front. (3) A combination of the two cases, usually having a lower section of the coffin type with two or three shelves above. Some upright, multi-tier cases are equipped with glass doors. They are designed to be more economical from a cost of use standpoint. They provide more efficient use of energy.

The styles of cases are constantly being refined and modified to improve them, so with that in mind, let us concentrate more on display and merchandising. Up to date information as to styles and types of cases may be obtained from the various manufacturers.

Some Basic Information. As with every phase of the retail meat operation, cleanliness is imperative. Not only must the shelving and display areas be kept clean, but the area of the mechanical "works" of the case must be kept clean and free of ice build up. The coils and fans, if allowed to "ice up" will cease to operate effectively, causing the retailer serious refrigeration problems and the subsequent product loss that could accompany the problem.

Periodically, these cases should be checked for ice build up in the coil and fan area located generally in the bottom of the case. If and when this ice build up does occur, it must be melted with hot water to free the fans and keep the cases operating effectively. The cases are incorporated into the drain system so the water from cleaning and also defrost cycles will be carried away.

Because of the fact that the products displayed are frozen, there isn't the problem of accumulation of blood and juices in the case.

Display and Merchandising Frozen Products

Poultry. In this discussion, the term poultry includes turkeys, turkey parts, stewing hens, roasting chickens, capons, ducks, geese, cornish hens and all other kinds of poultry that is not processed and packed in boxes. On all these products, when being priced, tare must be deducted for accurate pricing. An important point to remember when handling these items is: handle carefully. Too many meat personnel handle these products so roughly that the package is broken or torn. This causes freezer burn and unsaleable products. When frozen turkeys are dropped into the case, these packages tear. There is enough rough handling of products by the customers without adding to it. Of course, it goes without saying that rotation is necessary; not because of spoilage, but because the longer a product is in the case, the more chance of damage.

Full displays are much more attractive than those that are empty or half full. Make every effort to keep those displays full at all times. Turkeys and other similar products should be displayed by brands and sizes; separate bins for each.

Pre-Packaged Items. This includes all other products not listed under Poultry, whether they are turkey roasts, fish products or all others. Code dating on frozen items is not used because of the frozen state - normal perishability is not a factor. However, this does not mean that rotation is unimportant. When stocking these products, they must be rotated always. This is to minimize package damage and keep packaging current. This pertains to the manufacturer's package and label. There could be coupons attached or label changes. So rotation is imperative. Full displays, again, are a must for maximum sales.

Summary

Frozen foods have become a very vital part of the retail meat operation. There are two separate yet related areas of concern when talking about frozen foods - the walk-in freezer and the retail freezer cases.

When discussing the walk-in, there are three major areas of concern. They are: receiving, storage and rotation.

When receiving frozen product, we must look for damaged products, see that the products listed on the invoice are actually received.

When storing products, all boxes and cases not stored on shelves should be stacked on pallets for sanitation reasons. Labels should always be placed so they are visible.

Rotation of product is imperative, and the F.I.F.O. system is used.

Don't allow the freezer to become a catch-all for damaged goods and overstock. The walk-in freezer is a great asset, but if it is abused it can turn into a liability.

When wrapping fresh meat for the freezer, a waxed or plastic lined freezer wrap or locker paper should be used to minimize freezer burn and maintain the product quality. Meat should be double wrapped for greater protection. Meat should be frozen as quickly as possible to maintain appearance and quality.

Retail freezer cases must be kept clean for obvious sanitation reasons and also to keep them operating properly. If ice is allowed to form around the fans and coils, the cooling could be endangered.

All products must be handled carefully, not "thrown around". This will cause torn packages, freezer burn, and unsaleable products. Strict F.I.F.O. rotation must be followed in retail cases as well as the walk-in freezer.

When pricing turkeys and other poultry, remember to deduct the tare weight from the package.

As you can see, there are a number of basic "rules" that need to be followed that are applicable to all areas of the meat department. Some of these are: (1) sanitation, (2) rotation, and (3) organization. If these are applied with a good measure of common sense, success will have a good chance of following. Behind all of these attributes is the main theme of this entire text. Attitude. Your positive attitude can make it happen!

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CHAPTER XIX

Salesmanship

Introduction

In a very real sense we are all sales people. We are all selling something. When you were hired, you successfully sold yourself to your employer. For some reason the employer hired you because you presented the product (yourself) in such a way as to convince the employer that you would be a good investment. Each day on the job you continually sell your abilities and attitudes.

As a meat cutter, our job is to sell meat products through all of the various merchandising techniques. Each of which is a contributing factor to the overall goal of selling most meat as profitably as possible.

We are going to take a closer look at several aspects of selling from the point of view of the retail meat business. We will discuss specific areas such as: (1) some basic information inherent to good customer relations, (2) selling meat over the service counter on a person to person basis, and (3) the unique factors involved in selling freezer beef.

Behaviors and Attitudes In Customer Relations

When you are dealing with the public in a selling capacity, there are certain attitudes and behaviors which can greatly assist in successful dealings. It would be well for the apprentice to cultivate these qualities until they become second nature. Bear in mind that one of the main goals of this entire book is to encourage a positive attitude in the apprentice meat cutter. Nowhere is attitude more important than in the field of customer relations. Here, then, are listed some key behaviors and attitudes.

1. A friendly and courteous manner toward the customer.
2. A genuine desire to be helpful and a sincere interest in the customer's needs.
3. Neat appearance and good personal hygiene habits.
4. Develop a thorough knowledge of products and services.
5. Develop good speaking habits.

6. Develop patience in dealing with the customer.

7. Develop the ability to really LISTEN to customer needs and complaints.

When you are dealing with customers, be sure that you always do what you say you are going to do. To instill confidence in the customer, try to be positive at all times. Don't get into discussions of your personal problems or your store's problems. Customers want their problems solved - not yours. You are a representative of your company. What you say and do will reflect on the company. Try to treat the customers as you want to be treated as a customer. Never down grade a competitor or another person. It will reflect negatively upon yourself.

Some Thoughts on Handling Complaints

All top organizations have some rules or guidelines for handling the customer complaints. Refer back to Chapter IV on "Procedures" for some suggested guidelines on Complaint Procedures.

Apprentices can add considerably to their general knowledge through experiences with customers and their complaints. No store will ever be totally free from complaints. It should be the goal of each employee to minimize these complaints. Learn from your mistakes and don't repeat them. As someone once said, "There are enough mistakes to go around, so you shouldn't have to make the same one twice."

It is important to be a good listener. Listen carefully to the customer's complaint so that you understand fully - no matter how trivial they might appear. You should respond positively as quickly as possible; within the guidelines of your company's procedures of course. Prompt exercise of a solution to the complaint is a necessity for customer satisfaction. No one likes to feel that they are getting the run around.

After the problem is taken care of, any vital information should be accurately recorded for future use.

Always control the situation — yourself. If you lose control, you lose the encounter — and probably the customer, along with a good dose of very negative word-of-mouth advertising.

Always emphasize to the customer the positive aspects of the situation and the things that can and will be done or have been done to alleviate the complaint. Don't dwell on what can't or won't be done, but those things that can and will be done.

Over The Counter Selling

When it comes to using the meat case for selling, the service case has a very definite advantage over the self-service case. That advantage is having a meat cutter (sales person) behind the counter to assist the customer in their selections, menu planning, and answering any questions the customer may have. The questions asked by the customer should be looked upon as "sales keys". Every question should be thought of as a sales opportunity. A good counter person will turn those opportunities into actual sales, while at the same time satisfying the customer's needs. By satisfying those needs, the counter person is building customer confidence in the meat department and the store. This, in turn, translates into future sales and good will.

The counter person must learn to "read" the customer. This means that by observing the actions and mannerisms of the customer, the observant counter person will pick up clues as to how and what to sell. On the opposite side of the coin, the counter person must give the customer the image of confidence and knowledge, with the ability to solve the consumer's needs. Psychologically, if the customer has doubts about the counter person's ability or knowledge they will have a doubt in their mind about the cut of meat that was purchased. If the customer leaves the counter with a purchase - and a doubt - chances are the purchase will not be satisfactory; just because the customer doesn't THINK it will be good. The counter person ruined the sale by sending the customer home with a package and a DOUBT. The meat person MUST give the customer confidence.

When observing the actions and mannerisms of the customer, you are looking for signs of what the customer is thinking. If you see a frown, or puzzled look, no doubt there is indecision. "What should I buy?". With this situation you know that it is time to suggest some things. An alert counter person will have profitable suggestions ready, and will know the right questions to ask such as "are you looking for a roast?", "How large a roast do you need?". If the size of roast needed isn't known, you might ask, "How many people are you going to serve?", or "Do you want just enough for one meal or do you want some leftovers too?". The whole point of this discussion is to help you become aware of how to "qualify" the customer. How to assist them in making up their mind.

Building customer confidence is a constant, never ending job. The kind of image or reputation that is enjoyed by the meat department is a direct reflection of the personnel employed. The career minded individual will make every effort to learn everything possible to sharpen the skills needed to work the service counter successfully.

Perhaps a list of these skills would be helpful so the meat personnel will know in what areas to direct their efforts:

1. Expert cutting and display.
2. Proper maintenance of displays.

3. Knowledge of cooking methods.
4. Psychology of selling.
5. Personal cleanliness.
6. Maintain clean work area.
7. Positive attitude toward career and customers.
8. Competitive pricing.
9. Aggressive merchandising techniques.
10. Develop a genuine enjoyment of working with people.

A short discussion of each area is in order here:

1. Expert cutting is where a high quality service case operation begins. Whether your service case is used as a "prime case" with special cuts in combination with a self-service operation, or whether it is your exclusive display case, uniform cuts without any thin edges or "miscuts" are the first step to picture-perfect displays. There are many different methods of display that will work well. It gets down to personal opinion and trial and error to find what methods work best in your individual case. Remember, the true test of successful display is sales and customer acceptance. It is a good idea to go out front and look at your case through the show case glass as the customer sees it. Keep an open mind on methods and ideas that are different from what you are currently doing.

2. Proper maintenance of displays means keeping the case full of meat (not necessarily heavy displays but don't have any "holes" in the display). This is where daily re-papering comes in, along with retrimming, conversion, decorations, making special cuts for display. Things like crown roasts of pork, mock turtles, and mock ducks made from a lamb shoulder, make attractive additions to your displays.

3. Knowledge of cooking methods is essential knowledge for the service counter operator so the customers can be assisted in their meal problems. Remember - when a customer approaches the meat counter with what is thought of as a "problem", it is really an "opportunity" for the meat person to create a happy, satisfied customer. Cooking knowledge is one of the keys.

4. The psychology of selling is an area that can be learned through books and courses in sales and psychology, but much can also be learned by the alert and observant person through experience on the job and the daily give and take with the customer. Remember, knowing how to sell is as important as knowing what to sell. You should pay close attention to your customer's actions, mannerisms, and how things are said as much as what is said. When the customer leaves the meat counter, a positive attitude or impression of the transaction just completed should be left in their mind. Know your customer. It pays off in sales and the satisfaction of a job well done. Call customers by name when possible. Everyone likes to be recognized. Cultivate the art of learning names.

On the reverse side of the coin, the customer sometimes will use manipulative tactics to control the encounter and put the salesperson on the defensive.

For example, the customer may say something like, "Those steaks don't appear to be of high quality, do they?" By the tone of voice and customer's mannerism, a certain hostility can be noted.

Some negative responses that could be made by the sales person to this type of loaded question are:

(A) Argue about the quality characteristics.
(B) Ignore the customer completely.
(C) Agree with the customer and downgrade the product.
(D) Make a negative remark about customers being hard to please, etc.

A much more appropriate response might be to say: "Well, sometimes people aren't aware of the actual characteristics that go into a high quality steak." Then go on to quickly explain the marbling, color, grade and the close trim. Accentuate The Positive!

One old rule in selling meat (or anything else for that matter) is this: "Sell the sizzle - not the steak!" This simply means that you paint a verbal picture for the customer of how good that steak is going to taste broiled perfectly upon the grill with mushrooms, a nice salad, etc. Make them smell that delicious sizzling steak. Make their mouths water!

It is a good idea to stress the cost per serving to the customer as a more reliable measurement of value than the cost per pound. Thus, a boneless roast at a higher cost per lb. may be a better buy than a bone-in roast at a lower price per lb. The waste factor is the difference.

5. Personal cleanliness should need no explanation at this point - but it can't be emphasized enough. It is a cornerstone of the food business.

6. Maintaining a clean work area is as important as personal cleanliness. A sloppy, unkept, dirty counter area does not enhance the image of your meat department, and the customer certainly won't be attracted to your displays if you have a dirty, unkept department.

7. A positive attitude toward your career and your customer is really essential if you are going to be successful. First, your attitude towards your customers - it is obvious, and I'm sure we all are aware that the customer is the most important person in our business. Yet, when you are pressed for time in your job, it is common to have a meat person become irritated with customers and consider them a "nuisance".

DON'T LET IT HAPPEN - the customer is your only reason for being in business. Don't forget it!

As for a positive attitude toward your career — without it, you will not be happy in your work. A positive attitude will give you the "edge" over the average meat cutter in advancing your career, with the right attitude you will want to give the "extra effort" it takes to excel and stand out above the average. This attitude will show up positively in your dealings with your customers. Don't underestimate the power of your positive attitude.

8. Competitive pricing ties in with the whole picture of what type of operation you are running. Obviously you must be competitive with your peers down the street. But remember when pricing competitively, the quality (grade) of meat that you are cutting and the closeness of the trim that you give your product have a very important bearing on your pricing structure and these are all really positive selling points to your customers.

9. Learning aggressive merchandising techniques is a very important and exciting area of the business. Yes, exciting. Merchandising means: "To promote the sale of ________". In the meat business, this means the cutting methods, display, pricing, tie-in promotion, advertising, personal salesmanship and any other method of promoting sales of your product. The exciting part comes in the fact that your ability to merchandise successfully is really limited only by the imagination of the meat personnel (You!). Keep your eyes and your mind open.

10. Develop a genuine enjoyment of working with people. This is a skill. It can be developed through practice just as any other skill that you care to mention. Learning to work successfully with people not only means customers, but also your peers in the cutting room, your manager, supervisor, future employer, or any people that you will be dealing with both in your professional and personal life. There is an old saying that bears repeating on this subject: "We are not in the meat business - - we are in the people business." This is very true. We are dealing with people. We just happen to be selling them meat.

Consumer Rights

President Kennedy established the Four Consumer Rights in his address to Congress on March 15, 1962. His ideas are now the guideposts for virtually all legislative, administrative, and business actions to aid and protect the consumer. Specifically, these rights are:

1. The Right To Be Informed. all information, advertising, labeling, and other materials pertaining to the product must be accurate, and all facts must be available so consumers can make informed choices.

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2. The Right To Be Safe: goods and services that are marketed must be safe and must pose no hazard to health or life.

3. The Right To Choose: a broad range of goods and services should be available at competitive prices, and when competition is not viable, government will assure that suitable quality goods and services will be available at fair prices.

4. The Right To Be Heard: organisations must provide competent representatives at convenient locations to respond to consumer concerns and complaints, and reasonable demands must be resolved promptly and satisfactorily.

Not only have these consumer rights directly guided what has happened for consumers in the past; but they will continue to do exactly the same in the future, though perhaps more vigorously. Therefore, organisations aware of and sensitive to these broad guidelines will know what has happened to protect the consumer and will be more in touch with future actions.

Surprising to some people is the fact that government agencies fall under precisely the same guidelines as those of the private sector. But that is not surprising when we view ourselves as consumers of governmental services and activities. Therefore, the Consumer Rights have been broadly applied to every sector - - business, non-profit, and governmental organizations.

Selling Freezer Meats

The sales person should be qualified, by conducting a short interview, to find out the customer's needs and wants. This discussion is consumer oriented; what you, as a meat sales person might say to a customer interested in buying freezer meats.

There have been so many articles written about purchasing meat for your freezer (some good and some not so good). It is high time the real facts are set down on paper to put the record straight in a no-nonsense, COMMON SENSE approach to the subject.

To begin, buying beef by the side or quarter definitely is not for everyone. In order to get the most value from your dollar with this type of purchase, your family must utilize every cut in the quarter; including soup bones, stew meat, ground beef, short ribs - all the less desirable cuts as well as the steaks and roasts.

All quarter and side purchases are sold by "hanging weight". This means just the way they come from the packer; and are subject to an average of about 25% cutting loss (inedible fat and bone) which you are paying for. If you watch the ads, over a period of a few weeks, you could buy a variety of cuts on sale and buy just the cuts that your family wants. Some drawbacks to this method are that you're probably not getting uniformly aged beef, or the custom cutting to tailor the cuts to your own family's needs. The beef probably is not being properly double wrapped in waxed freezer paper for long term freezing. You should remember that one of the great attractions to home freezers is the convenience it affords. It really depends upon your family's needs and the prevailing prices to decide which purchase method is best for you. Remember, if you are thinking of buying a quarter or side of beef, add about 25% to the price quoted. This will give you a realistic estimate of your net (meat in the freezer) cost per lb. For example: a 250 lb. side of beef at 79¢ per lb. would cost you $197.50. After cutting and wrapping, deduct 25% of the gross weight (250 x .25) or about 188 lb. net weight. This is the amount of meat you will take home. Now divide your total cost ($197.50) by 188 lb. Your net cost per lb. is $1.05. (These, of course, are approximate figures and will vary with each side of beef.) Remember, you are paying this price ($1.05 lb.) for ALL your cuts — steaks, roasts, soup bones, ground beef, everything.

Always buy from a reputable firm. As in every other business, there are a few fly-by-night concerns whose business practices are questionable at best, and down right crooked at their worst! You know the lowest price per pound is not always the best buy; especially if it is far lower than the competition.

One practice to be particularly watchful for is the bait and switch routine. One grade will be advertised at an unbelievably low price, and when you come into the market, they will switch you into something much more expensive. The meat they have as advertised will look so bad that you wouldn't want it.

Another common gimmick that the fly-by-nighters like to use is the advertising of cuts such as "rib sections", or "back" sections. These are not traditionally recognized wholesale cuts. They use the play on words in the ad to lead you to believe you're buying something other than what you really are.

Beef

There are a large number of cuts that can be made from a quarter of beef. Your meat cutter should help you customize the cutting of your beef to fit the individual needs of your family. Remember, you are spending a considerable amount of money with them, and you have every right to expect them to help you get the most from your purchase. If they are reluctant to do this, perhaps you're in the wrong store! Some markets use freezer orders as "fillers" on slow days, and don't really want to go out of their way to accommodate the customer. Find one that will. They'll be worth it.

Beef is sold by grades and yields, i.e. U.S.D.A. prime, U.S.D.A. choice, U.S.D.A. good. These are the top three government grades, prime being the best. There are "yield grades" 1-2-3-4-5. For instance, you could buy a U.S.D.A. choice yield grade 1 or 2. Yield grade 1 or 2 give you the most meat per lb. and the least waste. U.S.D.A. prime has the most fat and waste. It is also the most tender. A satisfactory pick for beef would be U.S.D.A. choice, yield grade 1 or 2. If it is properly aged in coolers at 33°-39°F. for 14 days before cutting, it will be very tender and delicious. Never buy ungraded beef. You should always look for the blue government grade (U.S.D.A. choice, etc.) rolled right on the quarter of beef.

Proper aging is very important to the tenderness and flavor of beef. For most people, 14 days is sufficient aging time. It is long enough to break down the tissues (which makes the meat tender). Some like their beef aged three weeks or longer. However, this length of time could give the beef a different taste that not all people care for. It is a matter of personal choice.

Many markets sell freezer beef to supply a family for six months. This is really a little long to keep meat frozen, even if it is properly wrapped. The danger of freezer burn is much greater after three or four months.

Proper wrapping is all important. This means double-wrapped in waxed freezer paper. If meat is not properly wrapped, it will dehydrate. This is "freezer burn". The surface of the meat will look dried out. This will cause the meat to lose its flavor and its eye appeal. You are better off to keep your purchases to a maximum of three or four months supply.

Custom Cutting to Meet Your Family's Needs

You should have your beef cut into the proper sized portions for your family's meals. Roasts can be cut the size you need. Steaks can be cut to the thickness you desire. I would suggest wrapping each cut individually so you can take from the freezer as many or as few as you need for a meal (as you know, unexpected guests have been known to appear!). Ground beef can be packaged in the proper amount that you normally use at a meal.

Now, let's cut your side of beef. A "side" or "half" of beef consists of one front quarter, and one hind quarter. First let's discuss the "standard" or usual way of cutting. Later we'll discuss some variations that may be used for some specialty cuts.

Hind Quarter. The hind quarter consists of two "wholesale cuts"; the "loin" and the "round". The loin cuts are more tender than the cuts from the round.

The beef loin consists of: sirloin steaks, approximately 7-8 steaks, when cut 3/4 - 1" thick; porterhouse steaks, approximately 4 steaks, when cut 3/4 - 1" thick; T-bone steaks, approximately 6-8 steaks, when cut 3/4 - 1" thick. The number of steaks is approximate depending on size and confirmation of the carcass and the thickness that the steaks are cut.

Some Variations on Cutting the Beef Loin. You can have the beef tenderloin removed and either leave it whole for roasting, or cut into filet mignon steaks. The remaining portion of the loin is the strip loin. It can be boned out and the short loin can be cut into new york strip steaks and the sirloin butt can be boned out and cut into boneless top sirloin steaks. One inch, or 1¼" is normal cutting thickness.

The beef round consists of: round steaks, approximately 8-10 steaks, cut 1/2 - 3/4" thick; heel of round pot roast boneless, 3-4 lbs.; sirloin tip roast boneless, 7-9 lbs. can be cut into smaller roasts or steaks; rump roast (bone in, 10-14 lbs.) or (rolled boneless, 7-9 lbs.) can be cut into smaller roasts. You will get about 25-30 lbs. ground beef from the hind quarter. You will get 1 flank steak, about 5 lbs. beef stew (more if you want, and less ground beef.); three or four soup bones and about 6 beef shanks for soup.

Some Variations on Cutting the Beef Round. The beef round could be seamed, or sectioned out for several very nice boneless cuts; the "top round", the "eye of round" and the "bottom round". You would not have the rump roast if you seam the whole round. The top round may be cut into round or family steaks about 1½ - 2 inches thick. The eye of round also can be used as a roast or steaks cut 3/4 - 1 inch thick. The bottom round may be used for roasts or steaks cut 3/4 - 1 inch thick. A good suggestion would be to use the top round for family steak, the eye of round for boneless steaks, and the bottom round for boneless roast.

Front Quarter: The front quarter consists of the two "wholesale cuts", the "beef rib" and the "beef chuck" (shoulder). The beef rib is much more tender than the chuck. From a front quarter you also get the foreshank and the beef plate, which are lesser cuts used for soup meat, stew meat, short ribs, and ground beef. The boneless beef brisket comes from the front quarter too.

The Beef Rib. You can have the whole rib cut into rib steaks, 12-14 steaks cut 3/4 - 1" thick. OR, the rib can be made into standing rib roasts (prime ribs). OR, you can have the rib cut into half rib steaks and half standing rib roasts. OR you could make the beef rib into a rolled boneless rib roast. OR remove the rib eye and cut it into steaks, 1" thick is a standard cut. You will also get some short ribs for soup or braising and some meat for ground beef.

The Beef Chuck is usually cut like this: Arm pot roast, 3 roasts, 3½ - 4½ lbs. each; cross rib roast, 3 roasts, 3½ - 4½ lbs. each; blade chuck roasts, 7-9 roasts, 4 lbs. each. As an alternative, chuck steaks could be cut from the arm or blade roasts. You will also get some soup meat and stew meat and ground beef. The foreshank and plate are cut into soup meat and ground beef. At the risk of being repetitious, all of these cuts are subject to variances in size and numbers, depending upon the size and confirmation of the carcass.

Fresh Pork

Fresh pork is not sold by the quarter or side the way beef is. It is not graded the way beef is either. Pork is sold by the "primal cuts". They are: pork loin, ham, pork shoulder, and belly. Pork cannot be aged because it hasn't the proper covering. It will spoil if kept too long.

Pork Loin. This is probably the most popular cut of fresh pork. It is the cut that gives you pork chops, pork loin roasts, and country style ribs. The most popular size of pork loin to buy is the "14-17 lb. average". Second choice would be the "17-20 lb. average". Always specify that you want the "meat type" loin. Some meat packers use different names for their best pork loins. Some of these names are: "select", "big eye", or "extra lean". If your supplier understands that this is the type of pork you want, they'll get it for you. As is true in all top quality, you pay a little more, but in the long run it is worth it. The quality will show up in less waste and more flavor.

The Ham and Other Smoked Meats. Nearly all hams are cured and smoked. They come in many shapes and sizes, from 18-20 lb. bone-in hams, to boneless hams of various sizes, to canned hams. All smoked meats can be frozen, including hams and bacon, but it is not recommended keeping them in the freezer for over two months at the most. Smoked meats tend to discolor and deteriorate faster than fresh meats.

Pork Shoulder. The pork shoulder is divided into two sections: the boston butt, and the picnic. The boston butt may be used for a pork roast, or it may be cut into pork shoulder steaks. The picnic is usually sold smoked and cured the same as ham. It has the same flavor as ham, but it is fatter and more coarse in grain than the ham.

Pork Belly. Most pork bellies are smoked and cured for bacon. A few are sold fresh, that is unsmoked, for fresh side pork.

Cutting Your Pork Loin

First, we will discuss the "standard" method of cutting your pork loin.

The loin end is cut off about 9 or 10 inches long for a beautiful roast. The backbone is then cut through for ease of carving.

Next, the rib end is cut off in three or four 1¼ inch cuts; then your meat cutter will cut across the rib bones to make country style ribs.

Now you have the center cut pork loin remaining. You will get center cut loin pork chops (approximately 6 or 8 chops, 3/4 inch thick). Now you have the center cut rib pork chops left to be cut (approximately 12-14 chops, 3/4 inch thick). Remember to have all the cuts double-wrapped in waxed freezer paper.

Some Variations on Cutting Your Pork Loin. The pork tenderloin can be removed in one piece. It will weigh approximately 3/4 - 1 lb. It can be cut into 1-1½ inch pieces and flattened out and breaded. They are delicious.

The remaining pork loin may be completely boned out and the ends tied together for a boneless pork loin roast, while the center cut could be cut into boneless butterfly pork chops.

Then the ribs can be used for pork loin back ribs - barbecued. The remaining backbone could be cut up in pieces and used as neck bones would be used, for instance to flavor spaghetti sauce.

There are other ways to cut up your pork loin, but these are probably the most advantageous ways to do it.

The other "primal cuts" of pork are not usually as popular with home freezer owners in general. If you happen to like spareribs, you can buy them separate from your meat supplier. They come in 30 lb. boxes from the packer, and you can usually purchase any amount that you want. Make sure that you buy the "3 lb. and under" size. They are the most flavorful and the most tender.

Lamb

Lamb lends itself to freezing very well. It is graded like beef. That is, U.S.D.A. choice, U.S.D.A. good. Lamb can be aged; especially U.S.D.A. prime and U.S.D.A. choice. It is an easily digested meat and is recommended by many doctors for special diets.

The basic cuts from a carcass of lamb are: the lamb legs, the loin, and the rack, from which the lamb chops are cut; the shoulder which can be used for a roast or cut into lamb shoulder steaks. You will also get some lamb stew. The trimmings from a lamb are quite fat. Many people, in order to utilize them successfully will have a portion of lean beef added to their lamb trimmings. Then the beef and lamb are ground together. You can make a very delicious lamb-beef patty in this way.

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The whole lamb carcass will weigh approximately 60-75 lbs. You will have about 10-12 lbs. of boneless trimmings from the carcass. The leg of lamb will weigh about 6-8 lbs., whole with the bone in. They can be made into a boneless rolled leg of lamb also. You can have them cut in half if you desire smaller roasts. The leg could also be cut into steaks. You will get lamb rib chops from the rack, and lamb loin chops from the loin. The chops are fairly small and are usually cut 1-1¼" thick for broiling. They are very delicious! The shoulder may be used as a roast or it might be cut into shoulder steaks. This is most common. Shoulder steaks are usually cut 3/4" thick. The lamb shanks may be used for braising with vegetables.

In conclusion, let's briefly sum up the key points:

1. Beef is sold by hanging weight and is subject to approximately 25% waste.

2. Buying beef by the quarter or side is not profitable for you unless your family can utilize every cut.

3. Know who you are dealing with. A reputable dealer is very important to you. He will help you get the proper aging, proper cutting, and proper wrapping that are so essential. Remember, price is only one factor to consider and while it is important, it is not necessarily the most important factor.

4. Don't buy freezer meats for over a three or four month supply. The risk of freezer burn are much greater after that.

5. Fresh pork can also be cut to your specifications and will compliment your beef purchases by giving you more variety in your meals, along with some delicious eating.

6. Lamb will also help give your meals variety and it is a very healthful food. You might want to add it to your menu.

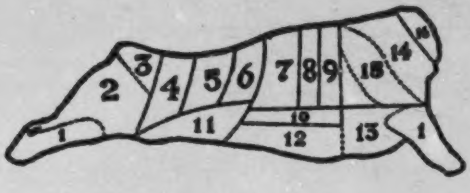
Determine the needs of your family and buy accordingly. Your freezer can help you achieve convenience, savings, and some very good eating if it is utilized properly.

Standard Cuts of Meats

AND THEIR USES

The charts below will help you not only to know the names of cuts of beef, lamb, mutton and pork, but also to appreciate their relative value, cost and use. Let this information help you with your meat marketing problems.

BEEF

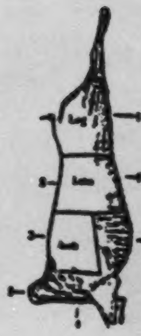


BEEF CHART

Name of Cuts	Calories Per Lb. Unc'kd	Comparative Cost	Cooking Helps	How Used
1. Shank	545	Least Expense	Sear, cook slowly	Stews and soups
2. Round	865	Economical	" " quickly	Steaks, and roasts, best for pot roasts and stews
3. Rump	1110	Medium	" " slowly	Steaks, pot roasts, braising and corning
4. Sirloin	985	Reasonable	" " quickly	Steaks
5. Pin Bone	1110	"	" " "	Steaks
6. Porterhouse	1110	"	" " "	Choicest steaks
7,8,9, Prime Ribs	1165	"	" " "	Best roasts
10. Short Ribs	840	Economical	" " slowly	Roasts and stews
11. Flank	1115	"	" " "	Steaks, stews, braising
12. Plate	1295	"	" " "	Stews, soups, corning
13. Brisket	1160	"	" " "	Stews, pot roasts, soups
14. Chuck	1165	"	" " "	Roasts, steaks, pot roasts boiling, stews
15. Shoulder Clod	720	"	" " "	Steaks and pot roasts
16. Neck	770	"	" " "	Soups, stews and corning

Boneless Cuts—Other things being equal, the following boneless cuts give much more nutrition, per pound, than the regular cuts. 1 Shank meat: 1-2 Insides and Knuckles: 3 Rump Butts: 4-5 Sirloin Butts: 6 Strip Loins (bone in): 7 Beef Rolls: 11 Flank Steak: 14 Boneless Chuck. Tenderloin is inside of the loin under 4, 5 and 6.

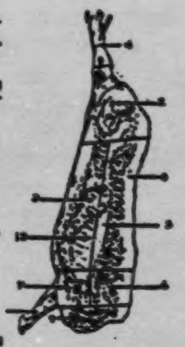
LAMB AND MUTTON



Name of Cuts	Calories Per Lb. Unc'kd	Comparative Cost	Cooking Helps	How used
1. Leg (Hind)	1105	Reasonable	Sear, Cook slowly	Roasts
2. Loin	1795	"	" "	Chops, roasts
3. Rack (Crown [illegible] Rib Chops)	1230	"	" "	Chops, crown roasts
4. Shoulder or Chuck	910	Medium	" "	Stews
5. Neck	985	Low	" "	Stews, casserole
6. Plate	1160	Low	" "	Roasts, stews
7. Flank				

PORK

Name of Cuts	Calories Per Lb. Usable	Comparative Cost	Cooking Helps	How Used
1. and 2 Feet	[illegible]	Low	Long, slow cooking	Stewed, pickled, boiled or fried
2. Ham	[illegible]	Reasonable	Long, slow cooking	Smoked, then boiled or baked [illegible]
3. Belly (bacon)	[illegible]	Reasonable	Slow cooking	Smoked– Broiled
4. Fat Back (salt pork)	[illegible]	Medium	Slow cooking	Boiled with vegetables
5. Pork Loin	[illegible]	Reasonable	Moderate Heat	Chops and roasts
6. Boston Butt	[illegible]	Low	Sear, Cook slowly	Cheaper steaks and roasts
7. Green picnic	[illegible]	Medium	" "	Steaks, roasts, boiling
8 and 7 Shoulder				
9. Neck	[illegible]	Low	" "	Stewed, baked or broiled
10. Spare Ribs		Low	" "	Baked or boiled



Summary

When dealing with the customer, there are certain behaviors and attitudes that will assist you in your endeavors. These include a friendly, courteous manner; a genuine desire to be helpful; neat appearance and good personal hygiene; a thorough knowledge of products and services; good speaking habits; patience, and the ability to listen. Attitude is all-important in dealing with customers.

When handling customer complaints it is imperative that you control the situation and yourself. Emphasize the positive things that can be done to correct the complaint - not the negative.

The main advantage a service case has over the self-service case when it comes to selling is the salesperson. Every question asked by a customer should be looked upon as a sales opportunity.

Some of the skills needed to successfully operate the service meat counter are: expert cutting and display, proper maintenance of displays, knowledge of cooking methods, psychology of selling, personal cleanliness and maintaining a clean work area, positive attitude toward your career and customers, competitive pricing, aggressive merchandising techniques and develop a genuine enjoyment of working with people.

Consumer rights are a very potent aspect of today's retail operation. They have a large bearing on the way business is conducted today. These consumer rights are: (1) the right to be informed, (2) the right to be safe, (3) the right to choose, and (4) the right to be heard.

Selling freezer meats is a unique area when it comes to meat sales. Customers who buy quarters of beef encounter different problems than to the customers that buy over the counter. When selling frozen meats, the customer must be made aware of all the advantages and disadvantages involved.

Attitudes are all-important to the meat cutter's job and no more important anywhere than in the area of selling. Constantly strive to develop the necessary positive attitudes!

CHAPTER XX

Service Case Operation

Introduction

The operation of the service case is considerably different from operating a self-service case. Although self-service operations were used on a limited basis as early as the 1920's, they didn't come into general use until the late 1940's and early 1950's. Since then, service cases have declined in use steadily. The primary reason for this is the need for higher sales volume. As costs of everything go up, it becomes necessary for the retailer to work for more sales and more tonnage. The self-service case lends itself to these ends much better than the service case, which is designed more for personal selling and specialty sales.

This brings us to the modern "comeback" of the service case. While there are a good many service cases in general use, the trend is to employ both types of cases in the modern retail operation. The service case, in this situation, becomes a very unique sales instrument. In today's terminology, the service case is often known as a Specialty Case or Prime Case. Many times the top grade - U.S.D.A. Prime - will be sold from this case. Specialty cuts such as extra thick steaks, crown roasts, Frenched lamb chops, bacon-wrapped filet mignon and many others are sold from the service case. This gives the high quality image that is desired by many retailers. Beyond the desired "image", if the service case is operated properly, there will be more real substance than image in the quality and service that is promoted.

We are about to look at the qualities that make a service case operation special and unique; to see some merchandising and display techniques commonly used and finally to discuss the cleaning of the service case.

The Special Quality That Makes The Service Case Unique

Probably the single most important quality that sets the service meat case apart from the self-service case is the opportunity that is opened up for personal selling and to build positive customer relations through service and high quality specialty items.

In this discussion we will be looking at the service case as a "prime case", being used in conjunction with a mainly self-service operation. All of the merchandising and display methods discussed here could just as easily be utilized in a total service meat operation. But because most of you will be working in primarily self-service operations that use the service case as a specialty case, we will stay with that assumption.

The selling techniques discussed in Chapter XIX are a definite advantage in service case operation. Perhaps it would be good to quickly review Chapter XIX. When these techniques are complimented with consistently high quality displays and merchandising methods, the service case will be utilized to its full advantage. An important point to remember: the service case performance will be only as good as the operator.

Merchandising and Display

Let's take a look at a group of items that might be sold from your prime case.

In beef, you might display all the standard cuts of steak - but cut thick, perhaps 1¼ inches thick. These would include sirloins, filet mignon, T-bones, porterhouse, rib eye, sandwich style eyes (cut ¼ inch thick), New York strip (top loin), boneless top sirloin and perhaps a heavy top round for "family steak". Fancy sirloin tip roasts, rolled rump and prime rib roasts and rib eye roasts.

In pork items, you could include such items as extra thick pork chops (as a service, you will cut pockets in them if desired), crown roast of pork, center cut loin roasts, boneless center cut loin roasts, combination beef and pork roasts (use a boneless pork loin and top round or eye of round, the two pieces tied together), boneless butterfly pork chops, and pork loin back ribs.

For lamb specialty cuts in the prime case, you could include such gourmet items as frenched lamb chops, frenched leg of lamb, boneless leg of lamb, perhaps you could try double lamb chops and a crown roast of lamb. No doubt you can come up with some ideas of your own.

Depending on how much veal is cut in your market, you might want to try some veal specialty cuts in the prime case, such as veal cutlets (breaded or plain), veal chops and veal scallopini and calves liver.

In poultry, you must remember that due to possible salmonella bacteria in chickens, they must be displayed separately from red meat. Some poultry items that might be incorporated in the prime case are chicken breasts boneless, stuffed chicken breasts, chicken kiev, chicken cordon bleu, whole or half stuffed roasting chicken and many others.

Some specialty items that you might also like to include that would be good additions are: fondue or kabob cubes, a special extra lean ground meat that can be eaten raw or used by those customers that would like to be able to purchase ground beef a notch above the "normal". Sometimes this is referred to as "snob appeal". Not a very complimentary term, but there are those that DO want to be catered to with extra service and extra fine products. You must determine if your clientele includes this type of customer.

Fresh meat is displayed in the service case on pans in varying widths. Most common are 6 inch, 8 inch, 10 and 12 inch, plus special deep pans for items such as ground beef and liver. A special "steak paper" is used to display the retail cuts on the pans. It is purchased from the regular paper supply house. Steak paper is ordered in the same widths as the pans used. "Steak paper" is a special type of paper designed so that if it is placed between two layers of fresh meat the meat will not turn dark as it will using other types of paper - or no paper at all. Never lay two meat surfaces against each other without steak paper between them. Never place ham or other smoked meats on top of fresh meats - even with steak paper. The salt will go through and discolor the fresh meat.

The whole case (every pan of meat on display in the case) should be "repapered" every day. "Repapering" means to remove the pan of meat from the case, take all cuts off the pan, remove the "old" bloody steak paper and wipe the pan with a clean, damp cloth. Put new steak paper down on the pan, The retail cuts are then replaced on the paper - usually with the opposite side up from the way they were displayed before. If a cut of meat is discolored or less than attractive for any reason, it should be retrimmed or converted immediately. If the service case is repapered daily, and if the counter person knows how to sell, conversion of dark cuts will be held to an absolute minimum, and there will be little or no price reduction to ruin your gross profit picture!

When displaying steaks, place them on the pan with the fat edge toward the front of the case. Of course every good counter person has specific ideas of the best methods of displaying various cuts; one basic thought for proper displaying of meat in a service case is to always remember to show as much red meat as possible and keep the white (or green) paper that is in view to a minimum. Yes, some markets use green steak paper. Again, it is a matter of opinion which sets off your display to the best advantage. Try them both and make up your own mind. Always keep an open mind to new ideas.

In the early part of the week, when traffic is slow, the large roasts such as rolled rump, sirloin tip, etc. could be wrapped in film to preserve the color and fresh appearance. Some meat people won't do this. Their thinking is that in a service case, the meat should not be wrapped in any way. It is reasoned that the customer shops at the service case because they don't want to buy wrapped meat. This is a valid point and it gets to be a matter of opinion - and doing what is necessary to maintain a beautiful display.

An exception to the use of steak paper in displaying meat would be poultry. It isn't necessary to paper poultry. All other types of fresh meat - beef, pork, veal and lamb - need to be displayed on steak paper.

Don't display steaks or chops over two layers high early in the week when traffic is slow, and not over three layers high on weekends, because the heavier the display the more the meat will "bleed". This means a bloody, sloppy display, a poorer quality piece of meat, and a weight loss which will result in less profit. It is just as easy to add to your displays more often and your displays will have much more appeal and saleability. A good service counter operation will take a lot of pride in how the displays appear to the customer because it is a reflection on the skill that has been developed through experience and trying new ideas.

As apprentice meat cutters, notice the different skills that are needed in working a service counter successfully, as compared with the skills needed by the meat cutter who is working in a high production area of the department. The two jobs are vastly different from each other, and it will work to your advantage if you know and understand the difference between the two areas. A good meat cutter will learn both areas of the business and will gain a broader understanding of the trade, thereby becoming a much more valuable employee. It is just another positive step in developing a satisfying and successful career.

Cleaning The Service Case

As with all other areas of the meat department, cleanliness is of the utmost importance in the service case. There is one unique difference between cleaning service and self-service cases. In the service case it is inadvisable to use a pressure gun or high pressure hose on the showcase glass because you could break the seal in the glass. The glass is a double or triple thickness and if the seal should be broken, the glass will cloud, and bacteria can and will grow between the panes. It is very costly to repair this damage.

The inside of the case should be washed with a long handled brush and hot soapy water (ammonia is a great grease cutter). It can be rinsed with a mild spray of clear warm water. The coils in the bottom of the case should be cleaned so they are free of ice. They can be cleaned with a hose and sprayed with hot water.

The wire grates on racks in the case can be lifted out and cleaned in the sink. They can become quite bloody and should be soaked in hot soapy water, then scrubbed with a soap pad (like an S.O.S. pad.), to remove the stains. Then the racks should be rinsed and dried thoroughly. To prevent rust, a thin film of oil (mineral oil or any clear, tasteless oil will do) can be applied.

Of course the sliding doors are removed first and the runners that they ride on are washed and dried. The door glass can be cleaned with any good glass cleaner. Make sure that the drain in the bottom of the case is open and in good working order.

The "greens" should be soaked in warm, soapy water and then hand cleaned and rinsed with clear warm water. Then stand them on end so they can dry out. After the caso is cleaned thoroughly, it should be put back together, ready to fill with merchandise.

If the case is cleaned during the working day, allow it to cool down before filling it with meat. The price tags should be placed in a pan of cool water with a few drops of bleach to clean them. Allow the tags to stand in this solution over night and they will be clean. Rinse and dry them before using. WARNING: do not use hot water on plastic price tags; they will lose their shape.

Summary

We have seen that the service meat case has a special quality that makes it a unique sales instrument. That quality is the opportunity it affords for personal selling and to build positive customer relations. However, one key point to remember is this: the service case performance is only as good as its operator. Today's service case is, most often, used as a prime case in conjunction with a self-service operation. The two will compliment each other and the operation will have the "best of both worlds".

We looked at a variety of specialty items to be merchandised from the prime case, covering all species of domestic meat animals.

There are some display techniques for service cases that are totally different from self-service. These include the use of steak paper and certain ways of displaying on the trays. The service case displays need to be re-papered everyday to minimize retrimming and conversion. The only exception to using steak paper is poultry. It does not need to be papered on steak paper.

Pride and attitude, as always, are at the base of a good operation.

Cleaning is paramount in importance with service cases, as it is with all phases of the meat business. It is important not to use a pressure gun when cleaning the glass in a service case. The seal can be broken if you are not careful. A good operation takes a close scrutiny of many small details. If the little things are taken care of, the big things will take care of themselves.

CHAPTER XXI

Self-Service Case Operation

Introduction

This discussion will be the opposite side of the coin from Chapter XX on service case operation. While the service case has unique advantages when it comes to personal selling, so too does the self-service case when it comes to high volume sales and moving large quantities of product. We will look at the merchandising and display techniques used in self-service operations and also the cleaning of these cases.

Transformation Of An Industry

With the introduction of self-service operations, the retail meat business has literally exploded into modern merchandising. It has, in a very real sense, revolutionized the industry. When self-service came into being, it marked the beginning of the end for those retailers that couldn't or wouldn't adapt to the new methods. With the self-service methods of cutting, wrapping and merchandising, production per man hour of labor has tripled and quadrupled! This is why it is here to stay.

At first customers had a natural resistance to the change from service to self-service. They didn't like packaged meat. They didn't like not having a "butcher" to ask questions of. They didn't like ringing a bell for service.

Gradually, through lower pricing and faster shopping, (they didn't have to stand in line at the service counter) the consumer began to accept the inevitable. Now that we are into second and third generation customers that are accustomed to self-service, it seems that it must have always been this way.

One lingering and nagging problem with self-service meat operations is the retailer that does not scrupulously maintain fresh products in the cases. Through carelessness or ignorance, old and even spoiled products left in the case for the customer to pick up have dented the reputation of self-service markets. Those that are careless soon pay the price - in lost business, that ultimately becomes *no* business.

The customer will shop where freshness and quality can be depended on. In the next chapter (XXII) we will discuss these problems in more depth.

Merchandising and Display

Case Layout. The self-service meat case is its' own best salesperson.

It generally does not have the personal touch associated with the service case.

For merchandising, self-service depends upon (1) attractive, neat packaging, (2) attractive displays, (3) point of sale material (signs), and (4) price. Let's take a closer look at each of these areas.

(1) Attractive Packaging. Attractive packaging really begins in the cutting room. Unattractive cuts of meat will not look good no matter how neat the wrapper is. Proper trimming is essential to attractive packaging. All excess fat and waste should be removed, as well as any sharp bones which will tear the package. A torn package simply won't sell. The next step after proper trimming is traying the cut of meat. Keep the meat inside the tray so it looks neat — not as though someone just threw it into the tray. The third step to attractive packaging is wrapping and pricing. Whether your operation employs a shrink tunnel system or the wrap is snugged up tightly and heat sealed is immaterial as long as the end result is a tight, neat package with no holes in it. When pricing the package, make sure that the proper tare weight is deducted for the packaging material for accurate pricing.

(2) Attractive Displays. Attractive displays begin with the basic layout of the case. This means just how you set up the case in terms of the location of the various cuts and species of meat. There are three basic methods of case layout: (A) by species - all beef together, all pork together, and so on; (B) by cooking methods - all roasts displayed together, all broiling meats displayed together, etc.; and (C) a combination of the two methods.

If more than one grade of beef is cut, obviously they should be separated so the customer can differentiate between the two. Probably the most common method of layout is a combination of both, keeping all one kind of meat together - beef for instance - but still displaying the broiling cuts together, roasts together and so on. The same with pork; all broiling or frying cuts together and all roasts displayed together.

There are two basic display methods for individual cuts of meat. They are (1) flat displays, and (2) shingled displays.

Flat displays are just what the name implies. Each package is displayed lying flat in rows. It is an excellent idea to display these packages only two high. The deeper the display, the more handling will occur and the more bleeding will occur in heavier displays. This will result in more pull-backs, re-wraps, conversion and lower gross profits ultimately.

Shingled displays are built by placing the first package flat in the back of the case. The next package is placed on the first one, covering the lower 1/3 of the first package. The next package is placed upon the second one, covering the lower 1/3 of that package - and so on to the front of the case. One disadvantage to this method is that the package weight and the touching of the packages will cause moisture on the covered portions and result in sloppy, wet packages needing re-wrapping. Never display meats over the maximum load lines marked in the cases.

Therefore, the layout of the case should be carefully planned. To do this, several facts must be known. The meat personnel must know which items are the best sellers in the market. Best selling items are influenced by holidays, social, economic and religious factors. In addition, advertised items would fall into this group during the life of the ad.

Items that are not fast sellers are also important. They must be displayed in such a manner as to call proper attention to them. They should be displayed in a prominent position where customers will buy them on impulse.

Traffic patterns within the store are important too. Certain areas of the case will receive more traffic or will be the first point of contact with the meat department. The ultimate goal of the manager is to have the customer shop the entire length of the display area.

The same layout plan that is successful in one market may not work for another, but some things will be common to most situations. The point of first contact by the customer, or "hot spot" should usually contain high profit impulse items, while high demand items such as ground beef and other "best sellers" should be strung out over the length of the case. This will encourage the customer to shop the entire length of the case.

(3) Point of Sale Material. Point of sale material, any and all signs, pictures and price tags used to sell product at the point of sale (which is in the meat case), P.O.S. material can be a simple price sign taped to a display, to the most expensive and professional art work that advertisers can design. Many meat packers have available some very excellent, high quality photos of roasts, steaks and so on, some cooked, some uncooked. They are very good point of sale material because they encourage impulse sales. It sells the sizzle - not the steak!

Many markets will place recipes showing how to prepare a cut of meat next to that particular cut of meat. Another display aid is to feature a special holiday menu with the featured meat in the display. Special stickers can also be used to call attention to the fact that the meat is "extra thick" or "excellent for broiling", or whatever the case may be.

(4) Price. The selling price of any given item seems to be the ultimate sales tool. It is a two edged sword. It can become a crutch for over stock and poor control of cutting and merchandising methods. However, it does play

an important role in the operation of the self-service case. Without any type of salesperson on duty, the price is ultimately the main force in selling. The potential danger in this is that if it gets to be used in the extreme, the danger of ruining the gross profit picture is greatly enhanced. Another potential danger of over doing the lowering of prices is that as price reductions get to be a habit, soon you have a case full of "manager's specials". Soon, when the customers begin looking for these specials, they won't buy anything at regular price. When that happens, the operation has real problems.

Price reductions can be an asset if used with restraint and common sense. When overdone, it can be disastrous.

Learn to think through your operating decisions to their conclusions. Plan ahead. It is odd how the little things in this business can crop up to become nearly insurmountable if allowed to get out of hand.

Cleaning The Self-Service Case

It seems that it is unnecessary to stress cleaning at every point in this text. However, it will serve to reinforce the fact that cleanliness is absolutely mandatory.

The coils, fans and drains must be checked and cleaned to keep them free of ice build up to maintain proper refrigeration.

The first step in cleaning the self service case is to remove all product from it. Usually the meat packages are placed in grocery carts and placed in the walk-in cooler until the case is cleaned. The case is then turned off to stop the refrigeration. The grates are pulled and cleaned with warm soap water. Usually the case will have some type of covering (a red plastic netting-like material for instance) at the bottom of the display area. This is rolled up and soaked in warm soapy water and rinsed. Below the grates are metal coverings over the fan coil area. These are lifted out and cleaned. Usually a layer of freezer paper is placed over these metal coverings to keep most of the bloody drippings off the coverings for ease of cleaning. Now, we are down to the coils and fans. If they are iced up, melt the ice with warm water through a hose or with a pressure gun. The case can then be put back together and don't forget to turn the refrigeration back on.

For upright triple decker type cases, clean the same, but wash the shelving with warm soapy water, rinse and dry.

Summary

Self-service clearly has transformed out industry from the "horse

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and buggy" days and catapulted it into the modern era. The customer had to be sold. They had to overcome negative feelings pertaining to lack of service and packaged meat. Gradually the concept was accepted by the public and the new era was born.

For merchandising, self-service depends upon four areas: (1) attractive packaging, (2) attractive displays, (3) P.O.S. material, and price.

There are two basic types of displays; flat and shingled. Price is the key element in self-service merchandising. However, it can have adverse affects if overdone. You could be encouraging your customers to buy only when prices are discounted, which will ruin your gross profit picture.

Cleanliness is essential to the business and must be maintained at all costs. Care must be taken so that ice does not build up in the coils of the case to assure proper refrigeration.

CHAPTER XXII

Conversion of Out of Code Fresh Meat Products

Code Dating

In any retail meat operation, whether service or self-service, there is a certain amount of product that does not sell within the normal life span, or case life. These items are commonly called "pull-backs". There are several reasons why meat products do not sell during the normal case life. Normal case life for "red meat" including beef, pork, lamb, veal and poultry is four days - including the day that the product was cut. For instance, if you cut pork chops on Monday morning, the case life of four days would mean that the product would be good (saleable) from Monday until Friday. Monday 1, Tuesday 2, Wednesday 3, Thursday 4, and Friday morning would be the "pull date". There are any number of systems for code dating your packages. The date that is printed on the package is the "pull date". (1) The easiest, most honest, straight forward approach to code dating is to simply use the calendar dates, using the actual month and day printed upon the package; (2) Another method is the letter system, using a seven letter word - one letter for each day of the week. An example: using the word "FRESHLY". "F" would be Monday's cut, "R" would be Tuesday's cut, and so on. So a product that was cut on Monday ("F") would have the "H" stamped on the package. This means that the operator, knowing the code, would pull the packages when "H" or Friday arrived; (3) another code dating system might use the numbers of the year, month and day in a certain order. For instance, 010180 could be January 1, 1980. Using the first two digits for the month, the second two digits for the day of the month, and the last two digits for the year. With this system, March 16, 1980 would read 031680; July 23, 1980 would read 072380; November 20, 1980 would be 112080.

Whatever system that you use, make sure that all of the meat department employees know how the system works. To be sure that you always have a fresh product in your case, the system MUST be used by EVERYONE ALL THE TIME. Even if the operator thinks the product looks "good enough" to sell when the code date tells you that it is time to pull the package. Remember, the product is now four days old and the customer may hold it in fresh form for another couple of days. The system will allow for this (under proper refrigeration, of course) but if you leave the product in the case beyond the pull date for another day or more, there is no margin left for holding the product in fresh home at home (without freezing).

This is when a store can develop a poor reputation for fresh meat. The customer may open a package of pork chops that you have allowed to remain in the case beyond the pull date — and it has also been held fresh in the home for a couple of days. By this time the product is discolored or perhaps even spoiled. Who will receive the blame for the spoiled meat? The store will of course.

Another reason for strict compliance with your code system is the fact that if you pull the package after four days, it can be converted to another use while it is still saleable. Merchandising ideas for conversion products will be covered now.

Before we get into actual converting of products, we should be aware of the reasons that the product did not sell during the normal four day case life. There are several reasons for this and if these reasons can be controlled, you will eliminate a large part of the pull back problem before it develops. As the old saying goes: "An ounce of prevention is worth a pound of cure".

Reasons That Meat Products Are Not Sold During Normal Four Day Case Life

(1) Cutting Too Heavy. If you are cutting more product than you will sell (daily), you are going to have a lot of pullbacks. The manager MUST control the amount of meat that is cut daily. This takes some skill in assessing just how much is adequate to keep the cases full and how much is too much for what you will normally sell.

(2) Prices Too High. If you have, for some reason, priced yourself out of competition, you will not sell your product. Many times high prices reflect a weak merchandising program. Perhaps better cutting methods would eliminate the need to raise prices.

(3) Poor Meat Cutting. If your meat cutters are doing a poor job in terms of how retail cuts are trimmed, maybe they are not using their heads. They are not thinking about what they are doing. Some tell-tale signs of this are: (a) tails on steaks longer than the store (meat manager) wants; (b) too much fat left on roasts, steaks, chops; dark spots or dark edges not trimmed off; (c) gouging into the meat when some fat could have been left on the cut. These things come under the heading of sloppy knife work.

(4) Improper Packaging. Look at the unit cost of your packages. Is the total cost too high for your customers? If you are making your rolled roasts so large, for instance, that the cost is prohibitive they probably won't sell. You must learn to know your customers and how they buy. This is not difficult if you just use common sense and are observant.

(5) Poor Display Techniques. By piling the product too deeply in the display cases, customers will continually tear up the displays and this will cause rewraps from torn packages and the packages will also bleed more, giving you a sloppy looking display. It is recommended that not over two

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packages deep should be the rule on fresh meat displays. Maintaining good looking displays is a very important part of your merchandising program.

For an efficiently run meat operation, all of these points must be controlled. Every task in the department is tied to every other task. For instance, if you are cutting too heavily, this will increase your pullbacks, which means: (a) meat not selling at top dollar, (b) more labor involved, (c) less profit.

If you are getting poor or sloppy cutting from your meat cutters, this will contribute to (a) slow selling items, therefore more pullbacks, (b) too much trimmings, (c) too much stew or cube steak material into ground beef trimmings, therefore less profit.

Converting pullbacks can involve considerable labor and time. As a matter of fact, many meat cutters will tell you that they don't "have time" to convert pullbacks. They don't "have time" to merchandise properly for more profit. They don't "have time" to separate stew and cube steak material from ground beef trimmings. Does it make sense that there is never time to spend on the tasks that will increase profits, but there is always time to do the things that cut profits? Cutting too heavily can consume much time, while creating more pullbacks, while pressuring your meat cutters so that in their haste to get the work out they get sloppy in their trimming habits on cuts and on separating trimmings. Perhaps all of the problem is not with your meat cutters, but with your basic system; i.e., cutting too heavily, your basic system of work flow. The whole point is that each task affects the other and everything must be coordinated to be efficient.

No matter how efficient your operation becomes, you will still have some pull-backs. It is unavoidable. Now the question is, what to do with them?

One important point: make sure that when the converted product is wrapped, code date these packages with two day's case life — at a reduced price. Finding the proper pricing is essential to moving these products. The use of "special" tags on the packages, or "manager's special" is a good merchandising aid — if it is not over done! A meat case full of "special" tags tells the customer that you are having problems. One other point — make sure that converted items are displayed immediately. They won't sell in the holding cooler.

The following suggestions on converting fresh meat items is by no means meant to be a complete and final list. They are simply some ideas that are used in some markets and perhaps they will encourage you to use your imagination and come up with some ideas of your own. Remember, what works in one location may not work as well in the next. Keep an open mind and be an innovator. Many times you will get negative reaction from your meat people on these ideas. Always cultivate open-mindedness on the part of your meat cutters. Remember, to sell well and consistently, these items should be in your case every day. A typical reaction from a meat cutter with a closed mind will be this: very reluctantly an idea will be tried. The converted product will be made and displayed in the case — ONCE. Then the meat cutter will forget about it, saying "It didn't sell". It is much easier to succeed when your meat people are working with the manager. This is why attitude - positive attitude - is constantly stressed. Without it you are lost. The meat department that has personnel with a positive attitude will always come out ahead of the one that doesn't have this caliber of personnel.

Conversion of Retail Beef Cuts

(1) Using Marinades. Marinated roasts can be made from rump roasts, sirloin tip roasts, top round, heel of round roasts or the best part of arm roasts by dipping the meat into a pan of marinade, then placing in an aluminum cooking pan. Garnish with onion slices, green peppers, or mushrooms. Prepared marinades may be purchased, such as Teri-Yaki sauce. A simple formula for a marinade is one part soy sauce to one part white cooking wine. Season with salt, pepper and garlic powder.

Marinades can also be used for such items as pepper steaks or marinated tenderized steaks, using sirloin tip steaks, bottom, or eye of round steaks. Trim off any excess fat and run the steak through the tenderizer once. Then marinate, put on a tray and garnish with onion slices, green peppers, or mushrooms.

A suggestion for blade chuck roasts might be to bone them out completely, saving the leanest pieces to be cut in half lengthwise and displayed on an appropriate sized tray and garnish with green pepper and onions, selling them as boneless chuck steak portions.

Some markets will split blade cut chuck roasts, or arm roasts, lengthwise and sell for chuck steaks. If you do this, remember to give them about a two day case life. In a quality operation, is it wise to always use pullbacks for your chuck steaks, or are you better off cutting fresh chuck steaks, the same as you do the roasts? Think about that, and also think about how those pullback chuck steaks look on the bottom side. Round steaks, when pulled back, can be boned and trimmed of any excess fat and tenderized over in one piece, then sold as tenderized swiss steak. Garnish with green peppers or chopped onions.

Beef trimmings from pullbacks are ground, but what about using them in your regular fresh ground beef? As you know, dark trimmings can contaminate a whole batch of ground beef through discoloration and bacteria growth. At best, the color and bloom will be short lived. Then you are left with sad looking ground beef. It could very well taste old also. Another reason to follow your code system strictly.

There are two good alternatives for these trimmings and you can probably come up with some more. One is to use these trimmings for "family pak" ground beef. Grind it as a separate batch and package it in 5 lb. or more packages and sell it out at a price significantly lower than your fresh ground beef.

The second suggestion for these special trimmings is to grind separately and make patties (if you have a patty machine). Freeze them immediately and package in 2 or 2½ lb. packages. It is possible that you might sell these patties at a slight premium over regular ground beef.

A suggestion for all of your better steaks - rib eye, rib steak, T-bone, porterhouse, sirloin, top loin, top sirloin and tenderloin - is to rewrap them, freeze them, and sell in freezer boxes at a discount from regular case price.

Conversion of Pork Cuts

There are several basic things you can use when converting pork cuts. They are: corn flake crumbs for breading, barbecue sauce, and the same marinade that we used with certain beef cuts. Pork chops that are pulled back, if breaded and sold at a lower price than regular chops, may sell very well. Pork butt steak can also be breaded, as can pork cutlets and pork tenderloins. Spare ribs, country style ribs and loin end roasts can be barbecued. First rub all the meat surfaces with salt and pepper, then place in an aluminum cooking pan and cover with barbecue sauce. The marinade discussed earlier could be used in place of the barbecue sauce. Another specialty item that could be made from pork loin ends is the porketta. The roast is boned, seasoned inside and out, two of them are then tied together and covered with a green vegetable covering made from chopped parsley seasoned with fennel seed, dill seed, salt, pepper and garlic powder. They are delicious, You can do this with beef roasts or lamb as well.

Pork trimmings are usually used in making pork sausage.

Conversion of Lamb and Veal Cuts

Many times lamb legs are re-trimmed or faced. Whole lamb legs are sometimes cut in half - or boned and rolled. They could also be cut into steaks and sold that way. Loin and rib chops could be re-wrapped and frozen and sold in large amounts at a discount somewhat the same way that was suggested for the better beef steak cuts. Shoulder chops and any fatter cuts can be boned and be ground for lamb patties.

Veal chops and steaks can sometimes be re-wrapped and put out again with a two day code date and sold. Roasts could be boned and converted to veal cutlets. Trimmings can be ground and sold in frozen packages as ground veal, or made into patties and frozen. Again, what ideas can you come up with?

Conversion of Poultry

Cut-up frying chickens could be put up as family paks at a special price. Chicken parts can be put up in larger packages or they can also be breaded with corn flake crumbs mixed with a product like "Shak'n Bake" for chicken. A few packages of barbecued chicken could be tried also; or Teriyaki chicken might sell. Poultry is extremely critical when it comes to spoilage, so don't over extend the pull dates on these items. Spoiled chicken will not enhance your store's reputation!

There are a few things done in the business that are very questionable practices at best. Some unscrupulous merchants use these tactics and it can be very profitable for them. They will take spoiled or nearly spoiled meat and convert it to saleable product. There are a few merchants that will buy distressed merchandise from the wholesalers at very cheap prices and convert this merchandise to a saleable product. This is done in the case of chickens, for instance, by washing the chicken in a baking soda and water solution, or a salt water solution, to clean them up. Then they could be cooked and barbecued or just barbecued. These merchants will use various seasonings, sauces, and liquid smoke to cover "old" flavors and help preserve the product.

If the whole government inspection system means anything, then these tactics have to be unethical at best, and even unlawful at worst. They are not recommended.

In summary, then, it can be said that the whole problem of converting pullbacks begins with the daily cutting list. If the amount of cutting is controlled each day, and it is cut properly, much of the problem will be eliminated before it starts. Nevertheless, you will always have some converting to do. Remember to keep an open mind and give the new product a fair chance to succeed. Keep the new item in the case consistently for two to three weeks for a fair trial before making a judgment. Be very careful about regrinding ground beef because it will lose its bloom quickly and have poor flavor. Cultivate an open minded attitude in your meat cutters; it is much easier to innovate if they are working with you.

Summary

As you can see, the profitable meat operation requires a delicate balance of all facets - plus the full cooperation of all personnel. The trick is to prevent pull backs from existing at all; at least minimize them through the efforts discussed on the previous pages. There are some markets that are successful simply by re-wrapping all pull backs in very large "family paks" at reduced prices. If this works in your situation, fine. Always be looking for a more profitable way of doing things. It really does boil down to an open mind and a positive attitude!

CHAPTER XXIII

Pricing Meats

Introduction

Through the past twenty-two chapters within the covers of this book, we have looked into virtually every aspect of the retail meat business except the area known as "the numbers". Obviously, competitive pricing of your products is of the utmost importance to the profitable operation of the business.

We are going to discuss (1) the making of cutting tests, (2) figuring your gross profits in the traditional manner - that is, as a percentage of sales, (3) an alternative to this method known as the cents per pound method of measuring gross profit.

These subjects of discussion are aimed at rounding out your knowledge of the business, with an eye to helping you tie all the past discussions together. As has been stated before, all aspects of the business are interrelated and are very definitely dependent upon each other. If you are successful in all the little things that have been discussed, learning to figure your gross profit accurately will give you a means of measuring your success - or lack of it. Make no mistake about it, it is even more important to know if your business is less than profitable so that you can make adjustments to alter the situation in time.

Making Cutting Tests

In spite of what some people may believe, no one in the meat business at either the wholesale or retail level, ever arrives at a selling price by adding a markup of their own choosing, to cost. Every price quoted by a seller is a price at which they hope the product will be purchased by the consumer. If, for any reason, the consumer should resist the prices being asked, those prices will drop - and drop fast! This is especially true of products as perishable as meat.

There will even be times when the prices it takes to move an item will not recover costs at all. At a time like this, it is no longer a question of trying to make a profit. The goal becomes one of minimizing losses.

By and large, however, these problems need not be feared. They need only be understood. The successful merchant will usually find a way to survive on the margins permitted by the customers - and competition. Over a period of years, though, it may be necessary to revise some of our basic viewpoints to meet changing business conditions. Nowhere is this more true than with percentages for pricing meat.

A meat manager's hands are tied, however, until a store owner (or top management in a chain) develops a basic understanding for the problems caused by keeping all meat department records on a percentage basis. A much more practical approach is to use "cents per pound", as explained in this book.

What is the biggest stumbling block to using "cents per pound"? It is fear on the part of management that they will lose gross profit dollars, if only during the changeover from percentage to cents per pound. This is not a problem once you really understand "cents per pound".

The Importance of Cutting Tests

To run the meat department without making cutting tests is like running the front end of the store without counting the cash.

One of the major packers insists that the manager of every beef department make cutting tests every week. Further insisting that the test results be turned in to the head office every week. Not because the top executives need the information, but to be sure each beef department manager knows the current yields before quoting selling prices for the various wholesale cuts.

The most serious and perhaps most costly error in judgement with respect to cutting tests is to use figures from a test taken today for the next several months. Yields can vary over time and the finish of the beef can vary from one time of year to another.

In multiple store operations, it is also a mistake to use cutting test figures from one store to make pricing decisions for the chain. Cutting tests should be made in every store. Admittedly, this sounds like asking for the impossible. Yet look at the strides made in a very short time in the field of sanitation. We never expected to be able to convince meat cutters that they should disassemble a saw or grinder in midday for cleaning and sanitizing, did we?

As a practical matter, no two cutters ever cut and trim the same, even in companies that have basic policies they insist be followed.

If you doubt this, consider the following:

1. Watch two cutters trimming the bone from sirloin steaks. See how they differ in the amount of bone removed.
2. Watch two cutters breaking forequarters. When taking off 5-rib chucks, some will crowd the fifth rib; others crowd the sixth.

3. It is also interesting to compare yields if you have two cutters who break hinds on the rail and another who breaks on the block.

4. A cutter who is left-handed will often give you different yields than one who is right-handed.

5. Meat cutters also make some kinds of changes unconsciously. In spring and early summer, for example, when we have more long-fed cattle coming in, some of the beef will be fatter. But meat cutters will trim to produce the kind of steaks and roasts they have been in the habit of selling. One result, then, is as much as 4 to 5% more waste out of a carcass.

If your store is small, you don't have to test a complete side every week (though it is a good idea). Just test a rib this week, a chuck next week, a loin the third week, and so on.

Be prepared for the argument from some meat cutters that they can't afford the time it takes to make tests. But stop and think for a moment — can they afford not to? Would you run the front end of the store without counting the cash? No, of course not. But this is exactly what you may be doing if you try to run a meat operation without making tests.

Do you have a meat manager who doubts the accounting department any time the department comes up with a low meat gross - because the tests show a good gross on beef? If you have this problem (and most multiple store operators do), you'll want to make sure your meat manager is being realistic when taking tests. For example:

1. On the type of beef tested - is a typical side of beef used for the tests? Some aren't, you know. It is amazing the number of times a manager, when asked to hold a side for a test, will save one with no excess fat and a small kidney. The results? They'll come out smelling like a rose on the test - but won't have the gross to show for it at the end of the week.

2. On the cuts made - are the same cuts made on a test that are made every day? They should. You would be surprised at the number who steak their ribs every day - but cut them only into roasts when they take a test.

3. On the trim taken - a good way to find out if they are being realistic here is to compare cuts made on the test with cuts on display. Are tails on T-bone steaks the same length?

4. On prices - do they cut a plate from Choice beef into short ribs - at short rib prices - when they know full well they are so fat they won't sell? A lot of meat cutters kid themselves on this one. You are not getting a full short-rib price for these if you have to pull them in a day or so and bone them for grinding.

5. On the tester - does a regular cutter make the test? Or does the manager do it? You're not getting a true picture unless the cutting is done by cutters who cut beef in day-to-day operations. This is perhaps the most common cause for variations.

The guiding principle, then, when making cutting tests, is to always be realistic and conservative.

Never Use Pricing Charts!

A substantial share of the retail meat people who have trouble making money in their meat departments can blame the policy of trying to price meats from a chart. This is especially true among the independent retailers. As a practical matter, charts cause more problems than they solve.

Carcass Values Vary Widely

The person who prices from a chart assumes that all cattle grading, say Choice, will have identical dollar values. Actually, cutouts vary over a wide range. You can slaughter two animals that have been born, raised and fed together, but when you get the carcasses on the rail, no one would ever guess there had been any such relationship. Consider, for example, factors such as these:

1. SEX. Steers have different yields of saleable meat than do heifers. Male animals usually have heavier shoulders than females, so slightly heavier chucks. Have you ever noticed that heifers may have necks which taper somewhat? Of course, there is not as much difference now as there used to be since cattle come in at younger ages - before the factors associated with sexual maturity have fully developed; nevertheless, this is one factor which must be taken into consideration.

2. WEIGHT. Heavier carcasses have different yields than light ones. You must also cut and trim the heavier carcasses in a different way. If, for example, you cut 700 to 800 pound carcasses, you will have to trim your ribs differently than the cutter who cuts 500 pound beef.

3. CONFORMATION. When there are differences in conformation in two carcasses, even though both are of the same grade, there will be corresponding differences in the yields of retail cuts.

4. FINISH. The amount of fat, as well as its distribution,

varies as the feeding season progresses. When cattle go into the feedlot, they put finish on the hindquarter before the forequarter. On long-fed cattle, you will end up with ripples of excess fat inside the ribs.

What does this mean? Well, for one thing, it means you will usually get different yields in January than in December. Especially in a January following a year in which cattle feeders have made money. You see, cattle that would normally come to market in December may be held over until after the new year - if feeders want to delay receiving the income for income tax purposes.

5. **KILLING FLOOR TRIM.** Killing floor trim also varies from one packer to another. It will even vary from plant to plant within any multi-plant company. The net result is that the amount of waste on your beef can vary from one shipment to the next.

Figuring The Price of Trimmings on a Cutting Test

A common source of trouble when a meat cutter does not cut the gross expected is the fact that when making cutting tests, the trimmings are priced at retail ground beef price. Here is an example of figuring the price of trimmings for a cutting test. Generally speaking, if you are cutting choice or prime beef, the trimmings will be too fat to sell straight as they come.

How to Figure the Price of Trimmings on a Cutting Test

Retail Selling Price of Ground Beef = $1.39 lb.

The company is asking for 25% gross (on sales of course)

Ground Beef Sells for: $1.39

Gross Profit Needed: 25% of $1.39 (.3475, rounded off to .35)

Ground Beef Can Cost No More Than: $1.04 lb.

If you are buying boneless cow meat to lean up your ground beef, you must factor this cost into your ground beef price. For the sake of example, assume that to make a 15lb. batch of ground beef, you are using 10 lb. of your trim plus 5 lb. boneless cow meat:

15 lb. of ground beef can cost no more than $15.60 (15 x $1.04)

Boneless beef costs you $1.20 lb. (x 5 lb.) 6.00
So your 10 lb. of trimmings can cost you no more than 9.60
Therefore 1 lb. of trimmings can cost no more than 96¢. To earn 25% on selling price, you must add 33 1/3% to cost. In this case you would add 31¢ lb. to cost, for gross profit of 25% on sales = $1.27

WHOLESALE PRICE CHART
For a Side of Morrell Pride Beef

Wholesale cost of beef carcass:		26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
%	Trimmed Retail Cuts	FIGURES BELOW SHOW COST PER POUND OF TRIMMED RETAIL CUTS																																		
14%	Round Steak	39	40½	42	43½	45	46½	48	49½	51	52½	54	55½	57	58½	60	61½	63	64½	66	67½	69	70½	72	73½	75	76½	78	79½	81	82½	84	85½	87	88½	90
8%	Sirloin Steak	46½	47½	49	50	52½	54	55	56	58½	61	63	64½	66½	68	70	72	73½	75	77	79	80½	82	84	86	87½	89	91	93	94½	95½	98	100	101½	103½	105
7%	Porterhouse Steak	52	54	56	58	60	62	64	66	68	70	72	74	76	78	80	82	84	86	88	90	92	94	96	98	100	102	104	106	108	110	112	114	116	118	120
½%	Flank Steak	23	24	25	26	27	28	29	30	30½	31½	32	33	34	35	36	37	38	39	39½	40½	41½	42	43	44	45	46	47	48	48½	49½	50½	51½	52½	53	54
9%	Standing Rib Roast	34	35	36	37½	39	40	42	43	44	45½	47	48	49½	50½	52	53	54½	56	57	58½	60	61	62	63½	65	66½	67½	69	70½	71½	73	74	75½	77	78
17%	Chuck Shoulder Roast	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
4%	Low Round Roast	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
3%	Rump (bone in)	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60
4½%	Neck	21	21½	22	23	24	25	25½	26½	27	28	29	29½	30½	31	32	33	33½	34½	35	36	37	37½	38	39	40	41	41½	42½	43½	44	45	45½	46½	47½	48
9%	Plate, Sh. Rib, Boiling Beef	12	12½	13	13	13½	14	14	15	15	16	16	16½	17	17½	18	18½	19	19½	20	20	20½	21	21½	22	22½	23	23½	24	24½	25	25½	26	26½	26½	27
4%	Brisket	10½	11	11	11½	12	12½	13	13	13½	14	14½	14½	15	15½	16	16½	17	17	17½	18	18½	19	19	19½	20	20½	21	21½	21½	22	22½	23	23½	23½	24
5%	Flank, Skirt &Trimmings	15½	16½	17	17½	18	18½	19	20	20½	21	21½	22	23	23½	24	24½	25	26	26½	27	27½	28	29	29½	30	30½	31	31½	32½	33	33½	34½	35	35½	36
3%	Front Shank	7½	8	8	8½	9	9	9	10	10	10½	11	11	11	11½	12	12	12½	13	13	13½	14	14	14½	14½	15	15½	15½	16	16½	16½	17	17	17½	17½	18
1%	Hind Shank	13	13½	14	14½	15	15½	16	16½	17	17½	18	18½	19	19½	20	20½	21	21½	22	22½	23	23½	24	24½	25	25½	26	26½	27	27½	28	28½	29	29½	30
3%	Soup Bone, Rump & Shoulder	10½	11	11½	11½	12	12½	13	13	13½	14	14½	15	15	15½	16	16½	17	17	17½	18	18½	19	19	19½	20	20½	21	21½	21½	22	22½	23	23½	23½	24
½%	Kidney	13	13½	14	14½	15	15½	16	16½	17	17½	18	18½	19	19½	20	20½	21	21½	22	22½	23	23½	24	24½	25	25½	26	26½	27	27½	28	28½	29	29½	30
5%	Suet, Kidney & Cod Fat	2	2	2	2	3	3	3	3	3	3½	3½	3½	3½	3½	4	4	4	4	4	4½	4½	4½	4½	4½	5	5	5	5	5	5½	5½	5½	5½	6	6

The difference between the total and 100% is due to shrinkage and cutting loss.

DETERMINING THE COST OF EACH RETAIL CUT

This chart shows the proportionate cost of each cut when an entire side of beef is divided for retail selling. It tells you the cost of the different cuts in a side of beef, the wholesale cost of which may range from 26¢ to 60¢ a pound. The column at the left of the chart gives you the different cuts in a side. The row of figures at the top represents the cost prices per pound for the entire side. You thus determine your cost for each cut.

A chart like this will not replace your own cutting tests.

Steps in Making a Cutting Test

There are six simple steps involved in making a cutting test. They are:

1. Weigh the cut to be tested and record the weight.
2. Cut into retail cuts. Use your normal cutting methods.
3. Weigh the retail cuts and record the weights of each group (T-bones, sirloins, etc.)
4. Weigh the fat and bone and record the weight.
5. Multiply the weight of each group of retail cuts by its selling price.
6. Subtract the initial cost of the wholesale cut from the total selling price. The answer is your gross profit.

Included here are a few simple cutting tests. Study them so that you understand them.

1 Box Swift Tender-Lean Pork Loins

Gross Weight: 64 lb. 7 oz. at $.5275 lb. = $34.01 Total Cost

Retail Cuts	Lb.	Oz.	Selling Price	Extension
Pork Loin Roasts	17	10	$ .69 lb.	$11.78
Loin Chops	8	13	1.09 lb.	9.61
Rib Chops	19	7	.99 lb.	19.26
Country Ribs	11	12	.79 lb.	9.30
Trim	4	10	.35 lb.	1.63
	59	52		$51.58
	62	4		Total Sales
Cutting Loss	2	3		
Total Weight	64 lb.	7 oz.		

To find the gross profit on sales: divide gross profit by total sales: $17.57 ÷ $51.58 = 34.06% on sales. (Total sales: $51.58, less total cost: 34.01 = gross profit: $17.57). To find ¢ per lb. "cut out", divide gross profit by saleable meat. ($17.57 ÷ 62.25 lb. = 28¢ lb. "cut out").

Always take your own cutting tests because each department will have their own cutting and merchandising methods that could be far different from yours. Therefore, someone elses tests are totally irrelevant when used with your own cutting methods. Worse than that — you can lose a lot of money by following this practice. Always take your own tests.

Meat Type Pork Butts

Gross Weight: 51 lbs. at $.46 = $23.46 Total Cost

Retail Cuts	Lb.	Oz.	Selling price	Extension
Pork Steak	32	0	$ .89 lb.	$28.48
Trim	18	0	.40 lb.	7.20
	50	0		$35.68 Total Sales
Cutting Loss	1	0		
Total Weight	51 lb.	0 oz.		

To find gross profit on sales: divide gross profit by total sales: $12.22 ÷ $35.68 = 34.24% on sales. (Total sales: $35.68, less total cost: 23.46 = gross profit: $12.22). To find cents per pound "cut out", divide gross profit by saleable meat. ($12.22 ÷ 50 = 24¢ lb. cut out).

2 Pieces Morrell Pride Beef Livers

Gross Weight: 20 lbs. 0 oz. at $.29 lb. = $5.80 Total Cost

Retail Cuts	Lb.	Oz.	Selling price	Extension
Sliced Beef Liver	17	9	$ .59 lb.	$10.36
Scraps - pet food	1	6	.25 lb.	.35
	18	15		$10.71 Total Sales
Cutting Loss	1	1		
Total Weight	20 lbs.			

To find gross profit on sales: divide gross profit by total sales: $4.91 ÷ 10.71 = 45.8% on sales. (Total sales: $10.71, less total cost: $5.80 = gross profit: $4.91). To find cents per pound "cut out", divide gross profit by saleable meat. (rounded off: $4.91 ÷ 17.5 - 28¢ lb. cut out).

U.S.D.A. Choice Beef Rib

Gross Weight: 27 lb. 8 oz. at $.77 lb. = $21.18 Total Cost

Retail Cuts	Lb.	Oz.	Selling price	Extension
BBQ Beef Rib	2	13	$ .79 lb.	$ 2.21
Rib Eye	7	3	2.98 lb.	21.41

Short Ribs	2	5	.79 lb.	1.83
Stew Meat	1	4	.99 lb.	1.32
Trimmings	3	13	.40 lb.	1.53
Fat and Bone	9	8		0.00
	24	46		$28.30
	26 lb.	14 oz.		Total Sales
Cutting Loss		10		
Total Weight	27 lb.	8 oz.		

To find gross profit on sales: divide gross profit by total sales: $7.12 ÷ $28.30 = 25.15% on sales. (Total sales: $28.30, less total cost: $21.18 = gross profit: $7.12). To find cents per pound "cut out", divide gross profit by saleable meat. ($7.12 ÷ 17.5 (rounded) = 40¢ lb. cut out).

The above illustrated cutting tests are, of course, measuring gross profit as a percentage of sales.

We are now going to explore, in some depth, the "cents per pound" method of measuring gross profit.

A Concept of Meat Pricing

Many of the problems in our meat department are caused by percentage pricing at retail. Many retailers wonder why they have trouble meeting competitive prices, and in many instances it begins with their using an accounting system in which they allocate overhead with allocations based on sales.

For example, a retailer stated not long ago (he had several stores) "I lost $30,000 on my meat operation last month". He had a meat operation doing 28% of sales, a healthy percentage in most areas. He was losing money because he was allocating 28% of all overhead to this department. The meat department, with 12% of floor space, ends up paying 28% of rent.

We should get away from percentage pricing in the meat department. For example, suppose carcass beef costs 52 cents a pound and you ask a manager for 20% gross. In effect you are asking for 25% on cost, or asking to make 13 cents a pound on that beef.

Now, suppose saw ready beef costs 76¢ that week, 24¢ higher than carcass. The meat cutter is still asked to cut 20% gross. They need 25% on cost, and make 19¢ a pound on saw ready.

Why? Operating costs haven't climbed; in fact, they have been cut more than half.

This use of percentages is keeping us from moving into a modern era of merchandising. Percentages are the biggest stumbling block to our getting into saw-ready beef.

If a retailer can handle carcass beef at 13¢ gross, why can't he handle saw-ready at 13¢? No reason at all, except they're playing the old percentage game.

Let's state it another way. Let us consider a store with $6,000 a week in meat sales, selling 10,000 lbs. of meat. The store owner asks for a gross of 20%, or is looking for $1,200 out of the meat department. The owner doesn't care whether the meat department makes it on beef or pork or lamb or poultry. Using as an example the fact that 10,000 lbs. of meat will return $1,200 - we have an average gross profit of 12¢ a pound. Therefore, any meat cutter working (in this situation) on 20% gross is working on 12¢ a pound, but may not realize it.

The meat department manager will likely look at it this way. If he is expected to return 20% gross, and Porterhouse steak costs $1.00 a pound, he will price it at $1.20 — and probably out of the market.

You give your meat manager a target of 12¢ a pound, or 13¢ or 14¢ or what have you, and they will build volume and make money doing it.

Understanding the Measurement of Gross Profit: Cent Per Pound vs. Percentage Method:

1. What is gross profit? Net profit? Gross profit is the dollar amount left from total sales after the cost of the product is deducted.

Example:	Total Sales	$5,000
	Less cost of product	4,000
	Gross Profit	$1,000

1% net profit would be $50.00 on sales of $5,000

Gross profit dollars are the dollars needed to pay the bills - like wages and fringes to your meat cutters, cashiers, etc., rent, utilities, insurance, all taxes, advertising, etc. - plus net profit. Net profit is the dollar amount that is left after ALL expenses are paid. On a national average for food stores, net profit represents an amount equal to LESS than 1% of sales. In other words, 1¢ or less of every dollar in sales is net profit. This is information from the United States Department of Commerce.

2. Who uses the percentage method - who uses cents per pound method? Traditionally, the percentage method has always been the method used by the majority of retailers. It was always the simplest and easiest method; everything being based on a percentage of

sales, made the whole accounting system consistent and over a long period of time it became the standard method of figuring gross profit. Who uses it? Most retailers do. Who uses cents per pound? Gradually more and more chain stores are going to cents per pound as they realize the short comings of the percentage method.

3. Can you give a short description of the percentage method? The percentage method's basic concept is to express gross profit as a percentage of total sales. Because all of your records are based upon a percentage of sales, it follows that gross profit should also be expressed as a percentage of sales.

Example:		
	Sales	$5,000
	Less cost of sales (product)	4,000
	Gross profit	$1,000

1000 ÷ 5000 = 20% gross profit (20% of sales)

4. Can you give a short description of the cents per pound method? The cents per pound method of expressing gross profit is a relatively new concept that has been developed as an alternative method to replace the percentage method. It is based not on sales but upon tonnage. It is a completely different approach to the gross profit picture. It is not difficult to understand; however, it does involve the maintaining of a different set of records. Cents per pound, in simplest terms, is just looking at your gross profit as so many cents per pound of meat sold. Example: To acquire the same $1,000 gross profit as in the example in No. 3 above, you must first know the number of pounds of meat sold. The store will state the desired number of dollars (gross profit) needed from your department to pay the bills and return a net profit. In this case, $1,000 is needed. You sold (you know this from your records) 5,000 lbs. of meat.

Divide gross profit by pounds of meat = cents per lb. needed to get desired gross profit:

$$5{,}000 \text{ lbs. } \overset{.20}{\overline{)\$1{,}000.00}} = 20¢ \text{ per pound cut out (average mark up over cost)}$$

5. What is the difference in the two methods? One main advantage in the percentage method is that it is known. Meat managers are familiar with it. They feel more comfortable with it for this reason. It will take some new effort for people to learn a new method and for that reason many people will resist anything new.

But let's look at some real reasons why the cents per pound method is gradually winning approval and acceptance from more and more meat people. One good reason to favor cents per pound over the percentage method is the fact that percentages become distorted as costs rise. For instance, when a 5 lb. canned ham costs $1.00 per lb., the total cost of the ham is $5.00. To receive a 25% markup on sales, the selling price becomes $6.67. A markup of $1.67 per unit, or (round figures) 33¢ lb. Now, if the cost on this same ham doubles to $2.00 per lb., (and this does happen in an inflationary economy), the cost for the 5 lb. canned ham becomes $10.00. To be true to our need for a 25% markup on sales, the selling price becomes $13.33; a markup of $3.33 or 67¢ (round figures) per lb. Does it make sense that we get back 33¢ lb. @ 25% markup on sales at $1.00 per lb. cost —— and that we get back 67¢ lb. @ 25% markup on sales at $2.00 per lb. cost? Now if we had been using the cents per pound method, assume a 20¢ lb. cut out target, the markup would have become $1.00 on the 5 lb. can regardless of the cost. The danger is not of making more money, but of pricing your product far above the competition. This in turn will lower sales, and you will earn the highly undesirable reputation with the consumer of being a high priced store. The same distortion will hold true on your fresh meat prices also.

Another advantage of cents per pound is in the records you will keep. When listing the tonnage of products broken down into specific categories or groups, you will learn much about your product mix. This simply means the ratio of each product group to total tonnage. From this you will know which product groups are most profitable and which are not. Also, if you use a category of "ad items" you will be aware of the ratio of ad items to total tonnage. This is very important because if your sales become top heavy with ad items, your profits will drop badly because the markup on ad items is usually very low. (Whether you use percentage or cents per pound.)

6. Can you define some of the terms that we will use?

   A. Expenses: This includes all costs involved in the business operation. Specific expense items would include: rent, interest paid, wages, fringe benefits, utilities, the many types of insurance, several taxes, maintenance and repairs, bad debts or theft, and more.

   B. Allocation of expenses: Allocation of expenses means the system used in the accounting procedures to divide certain "fixed expenses" between the several departments in the store. For example, rent; how is the total cost of rent divided between the grocery, meat and produce departments? All departments share in these expenses. But on what basis? Quite a controversy is caused by the discussion of which of several methods of allocation is most fair to all concerned. (1) These expenses could be allocated by the department's percentage of total store sales; (2) another method would be based upon the ratio of square feet of space used by each department. Whichever system is used, the important thing to remember is consistency.

There are fixed expenses and variable expenses:

C. Fixed Expenses. This group includes all expenses that are generally considered stable. They do not vary much, if at all. Included here would be items such as insurance, rent, etc. They will not fluctuate from week to week.

D. Variable Expenses. This group includes those expenses that will fluctuate - the main one being labor (or payroll). We have some control over this. Repairs probably would be included in this group also.

E. Beginning Inventory. This is the inventory figure of product on hand at the start of the inventory period. During the last inventory period, this same number was the ending inventory.

F. Ending Inventory. This is the amount of product left unsold at the end of the inventory period. Inventory figures are the COST of the PRODUCT. The ending inventory figure becomes the beginning inventory figure for the next accounting period.

G. Direct Costing. This phrase means an item of expense that is shared by only one department in the store. It is said to be charged directly to the one department.

H. Cut Out. On a cutting test, it is the cents per lb. amount that is needed from each pound of meat sold to achieve the cut out target. To find this, divide total pounds into gross profit dollars.

I. Cut Out Target. This is the dollar amount of gross profit that the store needs from the meat department - as expressed in cents per pound. Divide gross profit needed during the period by the total number of pounds of meat sold.

J. Product Mix. This term refers to the ratio of each product group to the whole amount of products sold.

K. Product Groups. This term refers to the system of grouping the various products sold in such a way that we can record the tonnage of each group or category of products. Example: fresh beef, fresh pork, canned hams, fresh poultry, frozen poultry, ad items, etc. By dividing your products into groups you will be able to see which items are most profitable, what ratio to total sales is in ad items.

7. How are we going to know what our cut out target is? We divide the gross profit dollars needed during the period by the total number of pounds of meat sold. The store manager or the person in charge of this area will give the meat department manager the cents per pound cut out target. As stated earlier, it is simply the determined number of dollars of gross profit needed to meet all expenses, direct and shared divided by the pounds of meat sold. After tonnage records have been kept for at least four to six weeks you will begin to see an average appear as to the amount of pounds of meat sold in each of the various groups or categories. Then you will have a number that you can use to divide into the gross profit dollars needed.

8. What records must I keep? Why? How long does it take to record this information? The basic record that you must keep is the record of tonnage broken down into product groups. It might be very helpful to include as one of your product groups, one for "ad items". In this group you would include all items that were on your ad that week. Example: if beef chucks were on the ad this week, all chuck tonnage would be listed under ad items rather than fresh beef. This will give you a ratio of your ad items to total tonnage. In this way you will have a ball park figure to measure if you are selling too great a proportion of product in ad items (at a much lower markup).

This general breakdown of tonnage into product groups will show you your profitable groups and your unprofitable groups. In this way you will be aware of where your most profitable merchandising can be done.

One adjustment that must be made on your cutting tests when figuring your cents per pound cut out on them is that you must divide total saleable weight into the gross profit earned on the test. In other words, from gross or hanging weight you must deduct the weight of fat, bone and cutting loss to come up with the pounds of saleable meat on the test.

Tonnage records, once a form is developed, can be done in 10 minutes at the end of the day by simply taking the weights off the invoices. Fresh cut items are handled slightly different. You must adjust invoice or hanging weight to the weight of saleable meat (from your cutting tests). As stated before, once the system is set up, there is nothing to it. The resistance to the system is in learning and utilizing something new.

EXAMPLE OF FORM FOR RECORDING TONNAGE BY PRODUCT GROUPS

Store Name No.

Week Ending:

Prepared by:

Supplier	Inv. Date	Inv. No.	Credit	Net Inv. Amt.	CHOICE BEEF	LEAN LINE BEEF	BEEF CUTS	BONELESS BEEF	PORK LOINS	OTHER PORK	VEAL & LAMB	FRYERS	TURKEYS, ETC.	BONE-IN HAMS & PICNICS	BONELESS HAM	WEINER & SAUSAGE	SLICED LUNCH MEAT	CANNED HAM & PICNICS	FROZEN FISH	MISC. & JAR FISH	AD ITEMS	TOTAL TONNAGE
TOTALS																						

Meat Hours Used:

Meat Manager ________

Processing Personnel ________

Wrapping Personnel ________

Total Store Sales $________

Meat Dept. Sales $________

Meat Dept. Wages $________

How Is Your Product Mix?

Do you know where your profit dollars are coming from? You can tell with tonnage records and cutting tests.

Figure your total weight in each category, then figure the per cent to total tonnage. If you have tests on each category by cents per pound profit, you can figure the dollars you should have.

While most people in the retail meat business are quick to recognize a low gross profit figure on a profit and loss statement, many are not quick enough to analyze the causes and establish the steps to correct them.

The following observations and steps of evaluation are given as a working tool to assist in searching for the cause or contributing cause of low or fluctuating meat department gross profits.

Fluctuation In Gross Profit - Causes and Remedies

Fluctuations in gross profits normally show up in two ways: (1) when a weekly department inventory is taken by the retail meat personnel and figured by the manager; or (2) a monthly inventory is taken by the retail personnel and figured by an outside source.

The fluctuations here, usually, will come from the break-off time of the monthly inventory, along with the clearance of invoices and the issuance of credits. And by items that were cut or manufactured and portions were carried over on inventory and unrealistically priced. Stores keeping records and figuring inventory via the receiving record route are most apt to experience the fluctuations.

Accurate cut-off time and making sure the proper amount of each invoice and credit are established for the inventory period will serve to avoid one segment of fluctuation. The other areas will come from the steps in searching for a low gross profit.

Fluctuating gross on a monthly statement taken at a store and figured by the store or an outside source can be caused by the above. By the affect of advertising, items being forgotten on inventory and by items that were cut or manufactured and portions being carried over on inventory and unrealistically priced.

Weekly or monthly inventories may at times fluctuate by the sale of beef quarters or holiday merchandise if they are sold in extremely heavy tonnage at a low mark-up. Your tonnage records would serve to substantiate this fact.

Also, merchandising, cutting methods, pull-backs, temperature, outside purchases and market advances and declines also could be contributing factors when they vary in any degree.

Low Gross Profit

A low gross profit could be described as a profit lower than the figure set as a norm by management.

The sequence of steps may vary by store due to procedures already being used. However, in general, the steps will fit most operations as a method of elimination to determine the cause for a low gross profit.

1. When lower than normal gross profits appear on a statement, weekly inventory should be set up at once to control the high dollar loss that can be attained in a meat operation.

2. Review of pricing structure ... Cutting tests to substantiate fresh meat pricing and yield, and extension of all invoices to retail, based on SRP's and profit per cent, shown by cutting test on fresh or meat cut to determine the true going in gross profit for a given week.

3. Receiving procedures should be checked and a receiving record and credit record be checked against the statement each week.

4. If the market handles any poultry, fish, cheese or has a deli operation in the store, in-store transfer as well as the statement should be checked to see that the proper department is charged.

5. Procedures for handling charge accounts and the method of handling payments as well as sale should be evaluated with current inventory period.

6. Scale check and re-check of merchandise packaged for sale.

7. Cutting procedures should be re-checked to see that cutting methods and yeilds are the same on the sale or weekend as when the tests were made to establish retail price and gross profit extension from meat invoices to ascertain the going in gross.

8. If the reason for a low gross has not been found in one or a combination of the above ... there remain two areas of consequence that could be major factors:

A. Pilferage
Employee purchases
Product in storage or transit that has been valued wrong

B. Cashier errors

When taking inventory, it is taken at cost. When we are inventorying the retail cases, how do we know what the <u>cost</u> of the retail package is? Here is an effective method.

Increasing or padding your inventory will raise your gross profit (at least it will look better on the records until it is corrected). Conversely, lightening your inventory (by omission or light weights), will decrease your gross profit.

<u>How To Figure Cost of Retail Cuts</u>

1. Take gross profit percentage for cuts involved from cutting tests (i.e., to find the cost of sirloin steaks and your cutting tests tell you that you are cutting a 25% Gr. Pr. on loins, use 25% as your Gr. Pr. %).
2. Subtract Gr. Pr. % from 100%.
3. Multiply the remainder times selling price of each cut.

EXAMPLE: 1. Sirloin steak selling price is $3.00 per lb.
2. Your cutting tests say you are cutting a 25% Gr. Pr.

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 100                 $3.00 selling price
-.25                 x .75
 .75 remainder        1500
                     2100
                     22500
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3. <u>Cost</u> of sirloin steak is $2.25 per lb.

What is the difference between figuring the % markup (or gross profit) on <u>COST</u> or <u>SALES</u>?

<u>FACT</u>: Percentages can be distorted. The key fact to remember is that <u>ALL</u> of our accounting practices and factors are based upon the <u>SALES</u> of the department. <u>READ THAT AGAIN</u>. Make sure that you understand this key principle.

Because of this principle, when gross profit is expressed in percentages — those percentages MUST be figured as percentage of SALES — NOT COST.

FACT: The percentage on SELLING PRICE will be SMALLER than the percentage on COST. READ THAT AGAIN.

EXAMPLE: A 1 lb. pkg of bacon costs $1.00
You want to sell it for $1.25 lb.
You will earn 25¢ gross profit on the pkg.

Gross Profit on COST:	Gross Profit on SELLING PRICE:
Selling Price: $1.25	Selling Price: $1.25
Cost 1.00	Cost 1.00
Gross Profit $ .25	Gross Profit $ .25
Equation: Gross Profit divided by cost = % on cost (.25 divided by 1.00 = 25% on cost)	Equation: Gross Profit divided by selling price = % on sales (.25 divided by 1.25 = 20% on sales)

Summary

In this chapter, we have discussed three main areas: (1) cutting tests, (2) figuring gross profits as a percentage of sales, and (3) figuring the cents per pound method of measuring gross profit.

We found why it is important to make your own cutting tests. We discussed how to make cutting tests and the significance of realistic cutting tests. Pricing charts are no substitute for taking your own cutting tests.

We learned that to achieve realistic cutting tests, trimmings must be priced correctly. We found a successful method of doing this.

Then we compared the percentage method with the cents per pound concept of measuring gross profit. The reasons why percentages can become distorted were brought out, as well as the advantages of the cents per pound method.

We touched on such subjects as allocation of expenses, fixed and variable expenses, direct costing, cut out, product mix and product groups.

We discussed a sound method of recording tonnage by categories known as product groups. With this method we can find where our profit is coming from, how ad items sales affect total sales and gross profit.

The aspects of fluctuating gross profits and low gross profits were brought to your attention, along with some remedies and things to look for when these problems occur.

We also found a simple method, through cutting tests, of arriving at the cost of retail cuts.

Armed with the information in this chapter, along with the other information in this book, plus your work experience and your common sense and positive attitude, you are on the right track for a successful career. Keep your mind open.

CHAPTER XXIV

Commercial Bribery

Introduction

In our competitive business world, the attitude must be taken that the kickback is nothing more than devices to dupe management, devices to take cash from the operation, devices to put cash in the pockets of suppliers and employees involved. Kickbacks are a form of bribery, not to be tolerated as the customary way of doing business.

No one has more astutely described the kickback than Harry Rudnick ((N.A.M.P.) National Association of Meat Purveyors). "A kickback is a word generally ascribed to the surreptitious giving of money (or a thing of value) to an employee of a customer from the firm making the payments. Although a distinct line cannot be made which would clearly separate "giving" which is a kickback, from "giving" which is not, it may be stated that infrequent gifts at times when gifts are generally given (Christmas, Thanksgiving, births and marriages) as a token of appreciation, to an employee of a customer, do not constitute a kickback. On the other hand, large and regular gifts to an employee of a customer, especially where the amount bears a relationship to the amount of business done, are definitely a kickback".

Kickbacks can be simply defined in a three-fold manner: First, that regular payments be made which bear some relationship to the amount of business involved; secondly, there is no disclosure to the owner or management of this arrangement; and third, payments are made in product, cash, payroll, premiums, prizes, gifts or some other device of value.

The payoff is made in many different ways. For example, it may be cash picked up at the purveyor's plant or it may be distributed by sales people on their regular calls. It may be a payroll check on a monthly basis; based on a percentage of purchases. It may be meat product which is sometimes delivered to the employer's address, to the home of the employee or to another establishment in which the employee may have an interest. It may be relatively large gifts, such as a set of new tires or an automobile or furnishing an apartment, or enough premium stamps for a new TV set. It may be a season box seat for the theatre, race track, baseball park or an all expense paid vacation to Las Vegas.

One thing is certain; whatever the medium of payoff and whatever the interval, the payoff is always a dishonest arrangement. The code of ethics of the National Association of Meat Purveyors clearly states the attitude of this association.

Profile Of A Thief

It is estimated that several billion dollars a year changes hands in kickbacks, payoffs and bribes. Among the male population, with respect to the distribution of embezzlers, over 35 percent are among the executives in managerial and professional positions. They have been placed in this particular position of trust by management, based on the faith and judgment of management.

The profile of a successful thief reveals that they generally have four common characteristics: (1) dislikes change, (2) has some special needs, (3) is highly skilled, and (4) has overcome the problems of conscience. Let's take a closer look at each of these:

1. Dislikes Change. Change is feared because it could create new situations. Status quo creates confidence. Change, whether it be for the better of the organization or not, could ultimately lead to exposure.

2. Special Needs. Perhaps there is an addiction to gambling, or sex, or a debt, or a sickness such as being addicted with homosexuality, drugs, or acute alcoholism. There may be a great need for foreign cars, or a similar passion. There may be a spouse who is extremely demanding in keeping up with the Joneses. These special needs and others could cause the person involved to require extra income. A case history of a special need is an owner who fails in business and then takes a job as manager, buyer, or some other position where they are responsible for, and involved in, meat buying. This buyer permits regular overcharges to the present employer by the purveyor, which somehow pays off the old debt of the previously bankrupt operation.

3. Skill. Skill is required to conceive of how to make a plan work, or to put it in effect and to sustain it. A skilled person is usually the only one who can find the right opportunity.

Management, with a preconceived idea of what a good gross profit is, is the perfect dupe for the kickback. All that has to be achieved is the "right" percentage. This can be achieved by controlling waste, controlling stealing by other employees, using low cost items, cutting quality, "taking weight on the scales". The fact is that percentages can be run up or down by anyone in control by changing the value given the customer.

4. Conscience. The thief must overcome conscience. This can be done, perhaps, by one of several rationalizations: management is getting more than it is paying; the side income is a relatively small amount of that which is really due; there is nothing more involved than a "commission"; everybody does it. Whatever the rationalization may be, and however small the amount may have been at the beginning, a point can be stretched, and is finally limited only by the magnitude of the operation.

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The Accessory

There are a few dishonest meat suppliers, many more with great integrity. Some secure their business on both sides of the fence, partly by kickbacks, partly by hard selling. Company size has nothing to do with ethics. Some very small firms engage in commercial bribery. Some of the largest do too. Belonging to the national association with its code of ethics is no assurance of company policy, nor does not belonging bear any relationship to lack of integrity. The conduct of any company, or individual, cannot be stated in terms of a generalization.

There are very few laws governing kickbacks that are enforced. The Internal Revenue Service could be a great source of enforcement. Unfortunately, it looks more to the formality of the deduction than the morality of it. For example, the IRS may approve of payroll checks made to employees of purchasing units from the point of view of income tax, without any question of morality or propriety of the payment.

The future may being about considerable change. The Department of Agriculture, under the "Stockyard and Packers Act" may become involved. The IRS, at some point, may disallow deductions for "entertainment" or for non-working employees. Sooner or later, state laws may be passed and enforced. There is a law in the state of New York which makes kickbacks illegal and makes the falsification of invoices, substitutions of quality and the substitution of quantity or the falsification of records on an invoice illegal.

The Kickback Hurts

Payoffs may be rationalized by management, but the fact is that where they exist, they must ultimately be reflected in the cost of doing business. In a recent national survey, it was revealed by the meat jobbing industry that meat prices are frequently arrived at by the concept of what traffic will bear. It is obvious that promiscous kickbacks could easily lead to higher prices. If there is a kickback, and the buyer gets something for nothing, is not the purveyor entitled to make a little extra profit too?

Overcharging

The most common situation when a kickback is in effect is to overcharge. These overcharges are usually manifested in the tonnage items, such as cattle and quarters.

A case of overcharge with no apparent reflection on the percentage is where the buyer accepts certain frozen beef cuts in substitution for fresh at current fresh market prices. Actually, the buyer using frozen product could contract for these cut in January, February and March at the lower prices, and achieve a considerable saving in the high market summer months. In this case, prices appear in line, the purveyor enjoys an extra mark up, and the buyer serves both masters.

Quality Substitution

A second device frequently employed by the supplier in a kickback situation is to invoice the purchasing unit for one quality and to ship another. The receiver must be in collusion or lack product knowledge. Another way of achieving the quality substitution is to falsify the inspection number of the piece of meat. This is illegal, but it is being done.

Probably the most dramatic quality substitution is to use very fancy commercial cows, which have white cover fat, and show considerable marbling, and by using a stolen roller, roll this beef U.S.D.A. Choice, thus substituting U.S.D.A. Commercial beef for U.S.D.A. Choice beef.

Packer inspection numbers are listed in a Department of Agriculture publication, "Working Reference of Livestock Regulatory Establishments", which can be purchased through the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402.

Short Weight and Improper Trim

Meat is measured on a scale for weight and measured with a ruler for trim for restaurant suppliers. If either one of these areas is overlooked, it is easy for the purveyor to overcharge.

Short Weight

There are many devices for overcharging by short weight. In the first instance, it was observed that a purveyor uses a worksheet in the cutting room. After the order is filled, the worksheet is transcribed in the office to an invoice. At this point, there are systematic over rides of 5 to 15 pounds per item on the invoice.

A second case reveals that the overstatement for weight is achieved at the purveyor's scale. The purveyor acts as scaler and fills in the weights on every invoice. It is a simple matter to add weight without any employee being involved.

Short weights may be the result of a collusive arrangement between the delivery person and the person responsible for doing the receiving. Some of the merchandise is left on the truck, yet signed for by the receiver. The driver takes the merchandise elsewhere to conclude a cash sale and makes the split with the receiver. This practice frequently occurs in retail meat operations.

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There are three areas of business that are hurt by kickbacks. They are: (1) good suppliers are eliminated, (2) customers are victimized, and (3) employee's morale. Let's take a look at each of these for a moment.

1. Good Suppliers are Eliminated. The kickback eliminates some good suppliers. The suppliers that refuse to "fatten the kitty" are eliminated without regard for their quality, without regard for their prices. It becomes a very simple matter for the buyer to achieve this elimination by telling management that these suppliers fail in some manner. The operator suffers by losing supply sources, quality products and competitive prices.

2. Customers are Victimized. In the final analysis, the kickback affects the customer as much as anyone else. Either quality will suffer, or selling prices must reflect the higher cost of doing business.

3. Employees' Morale Ebbs. Dishonesty must rub off on the other employees. A little bit of authority is destroyed, a little bit of loyality is lost, and a little bit of interest in the total success of the operation is gone. The loyal and honest employees stand out in a ridiculous light socially, particularly at home, and they ultimately must lose interest, lose face, and lose heart. For the lower echelon in the organization, it is virtually a license to steal, right down the line.

Responsibility of Management

A more responsible, more intelligent management "attitude" would inhibit, reduce, and possibly eliminate kickbacks within any given organization. Management that sets forth no policy or makes little effort to control kickbacks by silent assent is as guilty as the other parties.

It is most unfortunate that there is in general an irresponsible attitude with respect to what occurs in the back of the market. It is more interesting, the course of least resistance, and much more consistent with the social stature of management to concern itself with the merchandising and sales portion of the business.

It is not unusual today to hire a manager or a purchasing agent and to turn over the complete responsibility of purchasing to this person. It is not uncommon for management to become subservient to the demands of this person, to take an indifferent attitude to what this person does, to make no attempt to supervise, manage, or control this person, and to make no investigation as to how the money is being spent.

Management Fails to Manage

Management rationalizes its lack of knowledge by pointing out that there are few complaints. Therefore, it must be concluded that the operation is satisfactory. An honest analysis of what is occurring involves considerably more than a negative evaluation in terms of the lack of complaints. Most customers who are unhappy do not complain. They simply walk out of the door, and never return.

"A license to steal" is issued by indifferent management. It is almost axiomatic that the larger the organization, the more indifferent and the greater removed management is with respect to knowledge of what is occurring.

Management may be guilty on several counts: there is the situation where management knows or suspects that stealing is going on, yet takes an attitude of indifference, doing nothing to arrest the situation. It is not as typical to find a relatively successful operation in which management feels that kickbacks are not uncommon, yet rationalizes in this manner: "We have a successful operation; the people responsible are doing a good job by our standards. We feel that there is some minus of purchasing, but we are so pleased, or so bound by the staff, that we will do nothing about it". Fear is the real motivation.

Management Controls

Management can achieve considerable control by first manifesting and communicating its attitude towards kickbacks; and secondly, by setting up a system of internal control to minimize or eliminate them. Management must voice its policy that the kickback is not standard practice, and that as far as their particular organization is concerned, it will not be tolerated. Explain what is likely to happen in the event that a kickback is uncovered. It can be pointed out that the employee will be subject to dismissal and prosecution. Management should provide and announce its program. Good management might band together and conceivably institute a bribery-prevention league to improve business morality much like that which they have in Great Britain.

Program For Employees

Pay Fair Wages. A most obvious failure of management is its occasional indifference to fair wages. If a person is going to be responsible for spending money, it behooves management at least to remove the possibility of this person "requiring" a kickback in order to make ends meet. Good base wages are far more important than a bonus plan. The bonus is a fine incentive for an honest executive, but no incentive for honesty. A bonus is not too attractive side by side with five percent of purchases, tax free, paid on a current basis.

Pre-Hiring. Definite checks should be made with respect to pre-hiring. The job application should examine antecedents of the applicant. If large funds are to be entrusted to an employee, there should be as much information as possible, not only to help evaluate the employee's capability, but integrity as well. One of the most important steps is to check the former employers. It is probably best that this be done through correspondence. It is important to find out why the intended employee left his former employment.

The employee may be bonded. The device is calculated to protect for embezzlement, but functions to uncover or discourage dishonest people at the outset. Put the person on notice that they are bonded. Whatever occurs in the particular employment will be a matter of record.

Establish Good Working Conditions. The working conditions, hours, vacations and holidays should be such that the person involved is treated on an equal basis with the standards in the area. This will help create respect and loyalty in the organization. Other fringe benefits such as pensions and deferred income plans should be considered. These should be carefully examined and evaluated in terms of what management is attempting to achieve.

If the morale of the organization is good, it will attract high type personnel, and eliminate those people from the organization who do not fit. If this is the case, it will not take long to eliminate anyone who is working for the organization, or anyone who is involved in a kickback situation. The over-all morale of the organization is a good check for the person responsible for doing the buying.

Communicate. A kickback should be defined, and management's attitude toward it should be spelled out. It is generally true that the organization that makes it very clear what its policy is with respect to gifts and kickbacks, seldom has a problem. This is achieved in part by announcing company policy and attracting the type of personnel who are prepared to comply.

Employees' Responsibilities

Savings through prudent and wise actions are just a part of the job. The savings are the property of the company. In the event that there is a general employees' bonus plan, savings are in part the property of all the employees.

It is the responsibility of management to point out to the buyers that they cannot carry water on two shoulders; that if they are involved in taking something from the purveyors from whom they are buying, they must necessarily become muted, and ignore any of the failures of the purveyor. When they do this, they fail in their responsibility.

Management should indicate to the buyers that they intend to make a better buyer of them by training, by supervision, by providing certain formalized material.

Most of all, the employee should be told that basic loyalty belongs to the employer. Loyalty to management will manifest itself throughout the organization, and in the long run, everyone will benefit.

Purchasing From Vendors

Kickbacks may take the form of what appears to be a personal purchasing arrangement between the employee and the vendor. Management should develop a policy to control this. Where purchasing is permitted by the employees for their own use, terms of purchase, point of delivery, and the price arrangement should be spelled out. Management may permit purchases at the company price where personal consumption is contemplated. Vendors and employees should be notified of the policy. There is always the possibility that product might be ordered, billed, and shipped to the employee with no intention or attempt made for collection. This kickback may be a regular periodic arrangement to provide a constant supply of meat for the employees' table.

Approved Purveyors

Prudent management will permit business to be conducted only with management-approved purveyors. By doing this, management can control promiscuous purchasing, demonstrate to the purveyors that the buyer is only carrying out the policy of management, and that a kickback is not necessary. Management makes the purveyor responsible to management. It would seem wise that the purveyors be checked out with the Better Business Bureau, with other people in the food service industry, and with other purveyors. This interest by management can only lead to a generally healthier situation.

With respect to new suppliers, it is important that at least four things be determined: that the supplier company is not related to the buyer; that the buyer has no financial interest in the supplier company; that the reputation of the supplier be beyond reproach; and that the supplier be financially sound.

Disapprove of Kickback

Management should make it quite clear to their suppliers that they do not approve of the kickback in any form. There is no room as far as management is concerned, for the suppliers to get their business by buying it. As far as management is concerned, their business is always open. It is unethical and dishonest if any inducement is offered to the buyer. It should be pointed out that no employees, relatives or assigns are to be on the payroll of the supplier. There are to be no cash gifts, product gifts, employee loans and all discounts and advertising allowances shall be indicated on the invoices to the company and the amounts be remitted or credited to the company.

Gifts

The program with respect to gifts, or what is normally classed in the business world as "wine and dine" is not quite as simple as the kickback in general. There are, for example, widely accepted practices of wining and dining customers to establish a better rapport and induce them to do business.

Reasonable wining and dining is quite different from regular payments made secretly. Gifts are frequently given for special occasions, such as marriages, births, anniversaries and also include with this theatre tickets and sporting event tickets, as well as entertaining customers in restaurants. These gifts may be of a reasonable nature and not surreptitious. For example, a pair of baseball tickets as compared to box seats for the season; a set of steak knives as compared to furnishing a living room.

In some cases, management has attempted to define specific acceptable limits for gifts. There has been an expanding use of the rule of thumb that the gift should not exceed that which the receiver can consume in a single day. This rule clearly makes the distinction, for example, between a quart of whiskey and a case of whiskey; a ham for Christmas and a side of beef. The 1963 income tax laws set a legal limit of $25.00.

Disclosure to management by the employees and vendors of gifts may be established as a company policy. In this case, employees should be notified that a report is required. Thus the employees will have the opportunity to refuse gifts that could be interpreted as an attempt to influence buying decisions, instead of a token acknowledgement that the business was appreciated.

It is not unreasonable to request that the vendors disclose gifts to employees. This would eliminate any excuse from the vendors and create the opportunity for management to request the return of any gifts interpreted as excessive or objectionable.

An alternate course is to take the policy that no gifts shall be made and there are many organizations that follow this. Where it is the perogative of any organization to spell out a policy of absolutely no gifts, if in the general business world such a policy were instituted, a large volume of business would be destroyed.

Non-Compliance

It should be spelled out to the purveyors that unless they comply with the policy of management, two steps will be taken: first, they will be black listed as far as the company is concerned that either a kickback or that false billing took place, the matter will be presented to the courts to be pursued at both the civil and criminal levels, and with the Internal Revenue Service.

Open Door Policy

Management should admit and listen to the salespeople of the companies that have failed to sell the organization. Salespeople may have a message for management that should be heard. In general, there are many good reasons for not doing business. Management, leaving the door open, will listen to considerable criticism, mostly unjustified. These will come under the heading of inadequacies or just gripes on the part of the purveyor. On the other hand, one may learn about situations that are not consistent with policy. The purveyor may have something constructive to offer, and the buyer may be turning a deaf ear. At any rate, the buyer will be cautioned by the privilege the salespeople have of talking to management.

Spot Checks

There are many ways to spot check the buyer. Put an unidentified executive of the company in the buyer's role to check on the purveyors for an extended period of time. Use a security employee for a few months to make an evaluation of the purveyors and their habits.

Spot checks should be conducted by the management team, on quality, trim, and price. These spot checks, done periodically, will have a very good effect, not only with respect to the integrity of the buyer, but they will get back to the purveyors and keep them on their toes. If there is any doubt, a grader from the U.S. Department of Agriculture may be brought in to examine the products for quality, or the local Department of Weights and Measures may be called to spot check the weights.

Receiving Department

It is sometimes difficult to achieve this as a separate function in some of the smaller operations. Yet it is imperative that an attempt be made to keep receiving and purchasing completely separate, creating another obstacle for collusion.

Management Program

Systematic Doubts. Management will achieve a degree of success if it starts a program of systematic doubts, taking the attitude that something irregular could exist, trying to prevent and reduce its existence, and attempting to ferret it out.

1. There should be some doubt in management's mind about the integrity of the person responsible for doing the buying. Payoff may or may not exist, but the possibility is always there. Doubt the buyer's motives. Are they motivated by personal reasons?

2. Management should look suspiciously when all meat is purchased from a single firm. There are also some cases where the purchasing may be done from two purveyors, and a collusive arrangement has been made between them with respect to price. Identical prices do not happen under average competitive conditions.

3. There should be some doubt in management's mind when certain purveyors get the bulk of the business. An attempt should be made to evaluate the amount of business each purveyor gets percentage wise. Perhaps another aggressive competitor is needed.

4. There should be some doubt when one purveyor is getting the profitable portion of the business, and others are getting the less profitable part.

5. There should be some doubt when the same purveyors get the same items each time.

6. There should be some doubt that the buyer is getting the best quality, the best price, and exact specifications. Periodic tests should be made.

7. There should be some doubt when the buyers live beyond their means, indicated by such things as an expensive car, expensive trips, expensive jewelry, taking extended vacations.

8. There should be some doubt if the buyer is addicted to gambling, horses, the opposite sex, or some other form of extravagance.

9. There should be some doubt when formal prices have not been submitted. If the buyer takes all of the prices verbally, there should be some doubt that the buyer is recording the best possible price.

Back of the Store Knowledge. Of all things that management can be indicted for, the most serious is the lack of knowledge of what happens in the back of the store. Management will finally matriculate when "gross profit" ceases to be the keystone, becoming just another statistical guide.

The meat industry should take a good look at itself, and conceive of the market first as a manufacturing plant, the cutting room; and secondly, a general sales area, the retail cases in the front. When the operator realizes that he is a manufacturer and starts planning from the cutting room out, the operation will become more efficient, the cost will be lower, and the control will be greater.

Make the Kickback Public. Bring the whole problem into the open. Get publicity in the trade magazines. Stop excusing and protecting friends who are involved in kickbacks, and who rationalize that they must conduct their business in this fashion in order to exist in a competitive society. These people hurt everyone in the long run. These people are issuing a license to steal, and undermining the whole buying system. The kickback in any area, should not be tolerated, and should receive as much publicity and unfavorable advertising as possible.

The kickback is antiethical to the competitive system. It can be likened to a cancer, growing and infecting the entire system, and ultimately leading to utter destruction. It is as important a problem as any other phase involved in the operation.

Bring the kickback out into the open. This will assure its early demise.

Summary

Kickbacks and other forms of illegal collusion and bribes are a part of the human situation, simply based upon two human desires — need and greed. The person involved, generally, has four traits. They dislike change, they have some special needs, they have skill in their job and they have learned to overcome conscience. There are many methods by which kickbacks and other forms of collusion can be worked.

These all take a toll on the business. Good suppliers are denied business, customers are hurt by higher prices and lower quality and good, honest employees are hurt by association and the general distrust that develops.

To combat these illegal acts, there are certain programs that can be instituted by management. They are: have some honest doubts; question procedures; change receivers now and then; weigh everything received; use management spot checks; and keep everything concerned with policy on these acts as public knowledge. Make employees and suppliers very aware of the policies of prosecution and dismissal. This subject is as important to your gross profit picture as any other area.

Dakota County Area
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Related Training - First Year
Apprentice Meat Cutter

TEST CHAPTER I

THE BACKGROUND AND PURPOSE OF APPRENTICESHIP

Fill in the blanks in the following statements from the choices listed below:

1. The term "apprentice" is defined as "one who ______________ a skill by practicing under the ______________ of a trade ______________".

   A. supervision B. learns C. apprentice
   D. journeyman E. indenture F. teaches

2. The ______________ ______________ is a trade association whose membership is made up of masters, journeymen and apprentices who work in a particular trade.

   A. Fitzgerald Act B. guild system C. factory system

3. Apprenticeship based upon a written agreement called an ______________ was created and controlled by the guilds.

   A. industry B. agenda C. experience D. indenture

4. The ______________ passed in 1937 made the Bureau of Apprenticeship and Training a permanent agency of the Department of Labor.

   A. Shelley-Maloney Act B. Hatch Act C. Fitzgerald Act

5. Organized apprentice training in Minnesota originated with the passage of the ______________ Apprentice Labor Standards Act in 1939.

   A. Shelley-Maloney B. Hatch Act C. Fitzgerald Act

True or False. (If the answer is false, write in the correct answer)

6. By the early part of the twentieth century, it was evident that an effectively organized system of training was needed in the skilled trades.

True ______ False ______

7. J A C stands for "Journeyman Action Committee".

True ______ False ______

Provide the answer in your own words.

8. A "task analysis" is a

9. Once a task analysis is put down on paper, the apprentice will be able to

10. If there are areas in which you are not receiving training, what might you do to assist yourself in receiving the needed training?

11. Why is it so important for an apprentice to display a positive attitude?

Name Four Attributes of a Positive Attitude on the Job:

12.

13.

14.

15.

Fill in the missing word or phrase from the choices listed:

16. ______________ is absolutely essential to the meat business and is an integral part of every day's activities.

A. tardiness B. sanitation C. absenteeism D. inflation

17. If the apprentice will design a ______________ ______________ for the job, a close watch can be kept on the progress attained as the apprenticeship continues.

A. score sheet B. task analysis C. time card

18. Through our ______________ toward our jobs we will be able to change and evolve as the system does.

A. attitudes B. knowledge C. experience D. training

19. In school, the ______________ is the primary product.

A. test B. home work C. grade D. student

20. In industry, the apprentice must show production, speed, ever increasing skill toward helping the department achieve its primary goal of selling meat at a ______________ with complete customer satisfaction.

A. loss B. minimum C. profit D. maximum

KEY CHAPTER I

THE BACKGROUND AND PURPOSE OF APPRENTICESHIP

1. B. learns A. supervision D. journeyman
2. B. guild system
3. D. indenture
4. C. Fitzgerald Act
5. A. Shelley-Maloney
6. True
7. False Joint Apprenticeship Committee
8. diagram of the job
9. see in which areas of the job more training is needed.
10. Perhaps a talk with your department manager will help to gain the experience in the needed areas.
11. A positive attitude will assist you in your training by showing a willingness to perform all tasks assigned to you; a willingness to learn and take directions.
12. A willingness to do all jobs asked of you.
13. A willingness to listen and take advice or directions.
14. Good personal habits in terms of dress and personal hygiene.
15. Be able to get to work on time and a minimum of absenteeism.
16. B. sanitation
17. B. task analysis
18. A. attitudes
19. D. student
20. C. profit

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TEST CHAPTER II

JOB PREPARATION

From the choices listed, choose the correct word or phrase to complete the statement.

1. Sharp knives are essential for ____________ and ____________.

   A. profits and losses
   B. efficiency and safety
   C. tenderness and taste
   D. attitudes and opinions

2. A knife edge should ____________ be sharpened on a power-driven stone or belt.

   A. occasionally
   B. always
   C. seldom
   D. never

3. The proper method of sharpening a knife is by using ____________ ____________ ____________.

   A. an oil stone
   B. an electric stone
   C. a brittle steel
   D. an emery belt

4. "Temper" refers to the ____________ ____________ of steel that affects its hardening qualities.

   A. silicone capacity
   B. molecule anxiety
   C. carbon content
   D. imported quality

5. The ____________ the steel, the better the knife will hold a keen edge.

   A. heavier
   B. softer
   C. older
   D. harder

Mark the following statements true or false. If your choice is false, fill in the correct answer in your own words.

6. Every tiny bit of knowledge you gain will strengthen you and contribute to your confidence.

   True _____ False _____

7. The knife blade should always be held flat against the surface of the stone.

True ______ False ______

8. The butchers steel is a sharpener and is designed for honing a sharp edge on a worn dull blade.

True ______ False ______

9. The entire surface of the oil stone should be used in order to have a keener edge and to prevent hallowing of the stone.

True ______ False ______

10. Carelessness is the natural result when an apprentice gains some experience and familiarity with the tools.

True ______ False ______

Match the phrases to the correct statements listed below:

11. Working with the fingers and hands
12. Safety is an .....
13. Report all injuries .....
14. Lift heavy objects .....
15. Open cuts will .....

A. pick up bacteria
B. with the back muscles
C. attitude or state of mind
D. to management
E. manipulative skills
F. to the union
G. heal faster
H. with the knees fully bent
I. occupational hazard

Fill in the correct answer in your own words.

16. The three elements necessary for bacteria growth are:

______________, ______________ and ______________

17. Bacteria grow best between the temperatures of ____________ and ____________

18. Bacteria is killed at temperatures of ____________ or higher.

19. Fresh meats store best at temperatures just above ____________, that is ____________ to ____________ degrees F.

20. Define, in your own words, your perception of a positive attitude; both mental and physical:

KEY CHAPTER II

JOB PREPARATION

1. B. efficiency and safety
2. D. never
3. A. an oil stone
4. C. carbon content
5. D. harder
6. True
7. False (should never be held flat against the stone)
8. False (not a sharpener - not designed for honing a blade)
9. True
10. True
11. E. manipulative skills
12. C. attitude or state of mind
13. D. to management
14. H. with the knees fully bent
15. A. pick up bacteria
16. warmth, food and moisture
17. 40° and 140°F.
18. 180°F.
19. freezing 33-34°F.
20. (must read each answer and grade)

TEST CHAPTER III

GENERAL LAYOUT OF THE MEAT DEPARTMENT

Fill in the blanks in the following statements with the correct word or phrase:

1. In the foreseeable future, two major changes in the meat business will greatly influence the efficiency and operation of the retail meat department. They are ______________ ______________ and ______________ ______________.

2. ______________ ______________ will more than likely be the most influential of the two changes.

3. When planning the layout of the physical plant, the main principles to remember are, (1) ______________ ______________ ______________ and, (2) ______________ ______________ ______________.

There are seven major areas of concern when laying out the retail meat department. They are:

4.

5.

6.

7.

8.

9.

10.

Choose the correct word or phrase from those provided to complete the statement.

11. Sloppy receiving can breed _____________ and _____________.

A. dishonesty and losses
B. flies and diseases
C. contempt and disgust
D. friendships and loyalty

12. The ideal temperature for an all-purpose walk-in cooler is ____________°F.

A. 25° to 28°F.
B. 32° to 35°F.
C. 38° to 42°F.
D. 0° to 40°F.

13. In the walk-in cooler, all product is stored _____________ _____________ _____________.

A. on the floor
B. away from blowers
C. off the floor
D. near the wall

14. The cutting room temperature should be maintained at _____________ to ____________°F.

A. 38° to 40°F.
B. 68° to 72°F.
C. 32° to 35°F.
D. 50° to 55°F.

15. If the impersonal atmosphere of a self-service operation is to be avoided, the wrapping station is positioned just behind the _____________ _____________ _____________.

A. storage area
B. service counter
C. self-service selling cases
D. walk-in freezer

16. In your own words, give the main advantages of the self-service meat case.

17. In your own words, give the main advantages of the service meat case.

Check the correct answers from the choices listed below:

18. Three systems used for defrosting meat cases are:

_____ A. neutron
_____ B. acetylene
_____ C. hot gas or reverse cycle
_____ D. electric
_____ E. proton
_____ F. gravity

19. Temperature in the walk-in freezer should be maintained at _____________.

A. 30° to 32°F.
B. 10° to 20°F.
C. 0°F. to 10°F.
D. 0°F. or below

20. Ideally, supplies should be stored near the work station where they will be used, to promote _____________ _____________.

A. meat cutters B. hot sales C. labor efficiency

KEY CHAPTER III

GENERAL LAYOUT OF THE MEAT DEPARTMENT

1. central cutting and boxed beef
2. boxed beef
3. efficiency of labor and minimize fixed costs
4. receiving area
5. walk-in cooler
6. cutting room
7. wrapping station
8. retail display cases
9. walk-in freezer
10. supply storage area
11. A. dishonesty and losses
12. B. 32°-35°F.
13. C. off the floor
14. D. 50° to 55°F.
15. C. self-service selling cases
16. high volume, higher rate of production and less labor needed.
17. more personal attention to the customer and salesmanship.
18. C. hot gas or reverse cycle
    D. electric
    F. gravity
19. D. 0°F. or below
20. C. labor efficiency

TEST CHAPTER IV

OPERATIONAL PROCEDURES

Answer the following question in your own words:

1. Why are the operational procedures to important to a business?

Fill in the statements below with the correct word or phrase from the choices listed:

2. The ____________ ____________ ____________ is probably as important as the words spoken on the telephone.

   A. word of mouth
   B. grade and yield
   C. price per pound
   D. tone of voice

3. When speaking on the business telephone, a conscious effort should be made to convey a ____________ ____________ to the caller.

   A. no-nonsense impression
   B. firm voice
   C. positive impression
   D. busy impression

4. Proper receiving can have a direct bearing on ____________ ____________.

   A. gross profit
   B. customer relations
   C. employer relations
   D. operating procedures

Answer the following statements "true" or "false". If false, write in the correct answer:

5. When you sign an invoice, you are in effect taking responsibility that all of the product listed has been received, physically seen, inspected and weighed as in the case of swinging beef.

   True _____ False _____

6. "F.I.F.O." are the initials of a Federal inspection system headquartered in Kansas City.

True ______ False ______

7. When weighing hanging beef, don't forget to add the tare "weight" of the hooks to the weight of the beef.

True ______ False ______

Listed below are factual items that should be included on an order card when taking an order from a customer for future pick up. From the choices listed, mark the letter of each correct item next to a number.

8.
9.
10.
11.
12.
13.
14.
15.
16.

A. date and time of pick up
B. how it should be wrapped
C. cash or check (how paid)
D. initials of order taker
E. signature of store manager
F. fresh or frozen
G. customer's telephone number
H. are food stamps to be used?
I. size, grade and price of items ordered
J. 3rd party verification
K. items ordered
L. special instructions
M. customer's name

Complete the following statements:

17. If accurate ____________ or transfer records are not kept, the department manager will not have an accurate ____________.

18. The main guideline for handling customer credits and complaints should be complete __________ __________.

19. A good customer is too hard to get and it is a bad bargain to lose a good customer over a slight __________ __________ of some sort.

20. There are really two separate areas included when we discuss the subject of rotation. They are, (1) __________ __________ and (2) __________ __________ __________.

21. __________ __________ is the biggest reason for old or spoiled product.

KEY CHAPTER IV

OPERATIONAL PROCEDURES

1. Operational procedures are designed to increase efficiency, promote good customer relations and ultimately increase profits
2. D. tone of voice
3. C. positive impression
4. A. gross profit
5. True
6. False. F.I.F.O. is the initials of a rotation system used in the retail meat business. It means FIRST IN - FIRST OUT.
7. False. Deduct the tare weight of the hooks.
8. A. date and time of pick up
9. B. how it should be wrapped
10. D. initials of order taker
11. F. fresh or frozen
12. G. customer's phone number
13. I. size, grade and price of items ordered
14. K. items ordered
15. L. special instructions
16. M. customer's name

(Note: 8-16 need not be in any particular order)

17. sales   inventory
18. customer satisfaction
19. credit adjustment
20. cooler rotation   retail case rotation
21. improper rotation

TEST CHAPTER V

BEEF STRUCTURE AND EVALUATION

A - STRUCTURE

Choose the correct answer or answers from the choices listed below:

1. There are two general classes of muscles or edible lean. They are:

_____ A. Alimentary
_____ B. Collagen
_____ C. Involuntary or smooth
_____ D. Voluntary or striated

2. The total fat in any carcass will vary from 5% to _____%.

A. 15% B. 30% C. 27% D. 10%

3. _________________ contribute color to the lean and fat but are not important nutrients.

A. enzymes B. oxyhemoglobins C. pigments D. elastins

Choose whether the following statements are true or false:

4. The quantity of connective tissue is related to the activity of the particular muscle but not the age of the animal.

True _____ False _____

5. Less tender cuts are proportionately less nutritious than more tender cuts.

True _____ False _____

Multiple choice. Choose the correct word or phrase to complete the statement.

6. Elastin is a protein that is not water soluble. An example of this is yellow ligament, commonly known as the __________ __________

   A. connective tissue
   C. back strap
   B. achilles tendon
   D. striated muscle

7. The fatter the beef, the __________ water content.

   A. less
   B. more

8. Organic extractives contribute to the __________ of a piece of meat.

   A. tenderness
   B. color
   C. flavor
   D. aging

9. Organic extractives are present in proportion to the amount of

   __________ __________.

   A. lean meat
   C. body heat
   B. fatty tissue
   D. connective tissue

True or false. If false, write the correct answer:

10. Organic extracts are largely proteins. True ______ False ______

11. There is very little vitamin A in fat. True ______ False ______

12. In your own words, explain what causes "dark cutters".

Multiple choice. Choose the correct word or phrase to complete the statement:

13. Enzymes are natural ferments which break down proteins. This enzymatic action makes connective tissue ____________________ ____________________.

A. more tender
B. less tender
C. more moist
D. change color

14. ____________________ affects and changes the color pitments.

A. cold B. heat C. water D. salt

Match the following - internal temperature with degree of doneness:

15. Rare ______

16. Well-done ______

17. Medium ______

A. 177-192 degrees F.
B. 159-176 degrees F.
C. 149-158 degrees F.
D. 131-148 degrees F.
E. 117-130 degrees F.

B - EVALUATION

Some of the characteristics listed below are considered to be of value when looking for high quality beef. Mark "YES" if it is of value and mark "NO" if it is not considered to be of value:

1. ______ firmness of the lean and fat

2. ______ color of the pizzle eye

3. ______ ossification of the rib eye

4. ______ marbling

5. ______ texture of the lean

6. ______ color of the lean and fat

7. ______ maturity

Mark the following statements true or false:

8. The color of the fat is determined to a great extent by the feeding of the animal.

   True _____ False _____

9. Grain fed cattle will have whiter fat than grass fed cattle.

   True _____ False _____

10. Yield grades for beef carcasses are applied without regard to sex or quality grade.

    True _____ False _____

Multiple choice. Choose the correct word or phrase to correctly complete the following statements.

11. "Cutability" refers to the proportion of the carcass that is __________

    A. frozen
    B. advertised
    C. saleable
    D. purchased

12. "Finish" refers to the amount of __________ __________ over the carcass or wholesale cut.

    A. fat covering
    B. dark coloring
    C. light coloring
    D. ossified cartilage

13. In the year ________, yield grade for beef carcasses was adopted by the U.S.D.A.

    A. 1926 B. 1965 C. 1916 D. 1937

14. In grading beef carcasses, evaluation of marbling and firmness of the lean is made on the cut surface of the rib eye muscle exposed by ribbing the carcass at the ________ rib.

    A. 7th B. 5th C. 8th D. 12th

15. Quality is measured primarily in terms of __________________ and __________________ of lean in relation to maturity.

    A. aging and tenderness
    B. marbling and firmness
    C. grade and yield
    D. confirmation and finish

16. The principle indicators of maturity are color, size and shape of the __________________ bones.

    A. feather
    B. shank
    C. aitch
    D. rib

Write true or false beside the phrases below:

The yield grade of a beef carcass is determined by considering four characteristics.

17. _________ breed

18. _________ amount of kidney, pelvic and heart fat

19. _________ the curve of the aitch bone

20. _________ the area of the rib eye muscle

21. _________ amount of external fat

22. _________ warm carcass weight

KEY CHAPTER V

BEEF STRUCTURE AND EVALUATION

A - STRUCTURE

1. C. involuntary or smooth
   D. voluntary or striated
2. B. 30%
3. C. pigments
4. False
5. False
6. C. back strap
7. A. less
8. C. flavor
9. D. connective tissue
10. True
11. True
12. Dark cutting beef results from a deficiency of animal starch, glycogen, in the tissues of the animal at the time of slaughter.
13. A. more tender
14. B. heat
15. 131-149 degrees F. D.
16. 159-176 degrees F. B.
17. 149-158 degrees F. C.

B - EVALUATION

1. Yes
2. No
3. No

4. Yes

5. Yes

6. Yes

7. Yes

8. True

9. True

10. True

11. C. saleable

12. A. fat covering

13. B. 1965

14. D. 12th

15. B. marbling and firmness

16. D. rib

17. False

18. True

19. False

20. True

21. True

22. True

TEST CHAPTER VI

RETAIL CUTS AND COOKING METHODS

Fill in the blank with the correct term:

1. There are no tough cuts of meat if the proper __________________ is used.

   A. grade B. cooking method C. utensil D. seasoning

2. The more tender cuts should be cooked by __________________ methods.

   A. dry heat B. moist heat

3. The less tender cuts should be cooked by __________________ methods.

   A. dry heat B. moist heat

4. Roasting, broiling, pan broiling and pan frying are __________________ methods of cooking.

   A. dry heat B. moist heat

5. Braising and cooking in liquid are __________________ methods of cooking.

   A. dry heat B. moist heat

Match the retail cuts listed with the correct cooking method. There can be more than one correct answer. If so, write in all the correct answers.

6.	__________ T-bone steak	A. broil
7.	__________ standing rib roast	B. braise
8.	__________ pork shoulder steak	C. cook-in-liquid
9.	__________ corned beef brisket	D. pan fry
10.	__________ arm pot roast	E. deep-fat frying
11.	__________ round steak	F. pan broil
12.	__________ rolled rump roast	G. roast
13.	__________ ground beef	H. sauteing

Answer the following statements true or false. If false, write in the correct answer.

14. Pork loin requires 35-40 minutes per lb. in cooking time.

True ______ False ______

15. In microwave cooking, no true heat is produced.

True ______ False ______

16. In microwave cooking, food is cooked by the heat generated in the food itself.

True ______ False ______

17. In microwave cooking, the air, range and utensils remain cool except for possible heat transfer from the food.

True______ False ______

Complete the following statements by filling in the correct word or phrase from the choices listed below:

18. To use seasoning before cooking and to turn meat more than once will cause the meat to become ________________.

A. more tender B. well done C. less tender D. more rare

19. The ________________ of the meat helps sell it to the customer.

A. bone B. color C. history D. fat

Answer the following questions in your own words.

List the four factors that must be considered in the determination of the required cooking time for a piece of meat.

20.

21.

22.

23.

KEY CHAPTER VI

RETAIL CUTS AND COOKING METHODS

1. B. cooking method
2. A. dry heat
3. B. moist heat
4. A. dry heat
5. B. moist heat
6. A D F
7. G
8. A B D F
9. C
10. B
11. B
12. G
13. A D F
14. true
15. true
16. true
17. true
18. C. less tender
19. B. color
20. the cooking temperature
21. the size and shape of the cut of meat
22. the amount of aging
23. the degree of doneness desired.

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TEST CHAPTER VII

BEEF FOREQUARTER: CUTTING AND MERCHANDISING FOR RETAIL

Match the following terms with the correct description:

1. ______ arm chuck — A. cross-cut chuck with brisket and shank off
2. ______ square chuck — B. cross-cut chuck, plate on
3. ______ long plate — C. cross-cut chuck with brisket off
4. ______ beef back — D. square chuck and 7 x 10 rib in one piece
5. ______ triangle — E. brisket and plate in one piece

Name the three primal cuts in a forequarter:

6.

7.

8.

Complete the following sentences with the correct term from those listed below:

9. The forequarter is _____% of the side of beef.

A. 48%   B. 52%   C. 50%   D. 59%

10. When breaking the forequarter, cut between the _____ and _____ rib.

A. 7th and 8th   B. 4th and 5th   C. 5th and 6th   D. 6th and 7th

11. The _________ has an excellent flavor and is used often for corned beef.

A. brisket   B. clod   C. foreshank   D. deckle

12. A "prime rib" roast makes an excellent _________ _________.

A. braising cut   B. boiling dish   C. broiling cut   D. oven roast

13. Give two reasons for having more than one cutting method for each cut of meat.

14. Why do most customers buy according to the price of the package rather than the price per lb.?

15. Name 14 retail cuts derived from the beef chuck:

A.
B.
C.
D.
E.
F.
G.
H.
I.
J.
K.
L.
M.
N.

16. List 10 retail cuts derived from the Beef Rib Primal Cut:

A.
B.
C.
D.
E.
F.
G.
H.
I.
J.

Mark the following statements true or false. If false, write in the correct answer.

17. The rib eye will yield about 25-27% of the beef rib primal cut.

______ True ______ False

18. Rib eye "sandwich steaks" are cut about 3/4 - 1 inch thick.

______ True ______ False

19. It is imperative that you always work within your company's merchandising policies.

_____ True _____ False

20. Beef briskets are usually sold in one of two ways: (1) for braising or boiling beef, and (2) smoked.

_____ True _____ False

KEY CHAPTER VII

BEEF FOREQUARTER: CUTTING AND MERCHANDISING FOR RETAIL

1. C. cross-cut chuck with brisket off
2. A. cross-cut chuck with brisket and shank off
3. E. brisket and plate in one piece
4. D. square chuck and 7 x 10 rib in one piece
5. B. cross-cut chuck, plate on
6. cross-cut chuck
7. 7 x 10 rib
8. plate
9. B. 52%
10. C. 5th and 6th
11. A. brisket
12. D. oven roast
13. Reduce competition by keeping you ahead of it.
    Better able to build volume quickly.
14. Because they usually try to stay within certain price brackets when planning the amount they will spend for a meal.
15. A. arm roast
    B. cross-rib roast
    C. blade chuck roast (bone-in)
    D. blade chuck roast (boneless)
    E. arm chuck steaks
    F. blade chuck steaks (bone-in)
    G. blade chuck steaks (boneless)
    H. rolled "Boston" chuck roast
    I. 1st cut rolled blade chuck roast
    J. under-blade chuck steak
    K. boneless clod roast
    L. mock tender roast (scatch roll)
    M. cross-rib roast (rolled)
    N. flanken ribs

16. A. standing rib roast
    B. rolled rib roast
    C. rib eye roast
    D. rib eye steaks
    E. Rib eye sandwich steaks
    F. rib steaks (bone-in, small end)
    G. rib steaks (bone-in, large end)
    H. short ribs
    I. Texas short ribs
    J. combinations of the above

17. True

18. False; $\frac{1}{2}$ inch thick

19. True

20. False; (1) for braising or boiling beef, and (2) as corned beef

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TEST CHAPTER VIII

BEEF HINDQUARTER: CUTTING AND MERCHANDISING FOR RETAIL

Fill in the Blanks With the Correct Word or Phrase

1. Normally the hindquarter equals ______________% of the side of beef.

2. The top round is also known as the ______________ round.

3. The bottom round is also known as the ______________ round.

4. The sirloin tip is also known as a ______________.

5. The two primal cuts combining to make up a hindquarter are the ______________ and the ______________.

6. The two sub-primal cuts contained in the beef loin are the ______________ and the ______________.

Write answers to the following questions in your own words:

Write three reasons why you must follow your company's basic policy on how to cut and merchandise the product.

7.

8.

9.

List 7 retail cuts merchandised from the beef loin:

10.

Choose the correct term to complete the statements from the choices listed:

11. It is easier and safer to remove bones from a ______________ ______________ of meat rather than working off a ______________ ______________.

A. smaller piece
B. lean piece
C. fatter cut
D. large cut

12. ______________ rounds invariably cut more profit than ______________ rounds because they have a higher ratio of meat to bone.

A. heavy
B. fresh
C. light
D. aged

13. When fabricating a beef round, the three basic sections derived are:

______________, ______________ and the ______________.

A. heel
B. tip knuckle
C. top round
D. filet
E. eye of the round
F. bottom round

14. A "rump steak" is cut from the ______________ round.

A. tip
B. top
C. bottom
C. eye

15. All meat cutting judgements should be based upon two criteria. They are ______________ and ______________ ______________.

A. merchandising and buying right
B. condition and yield grades
C. grade and aging process
D. saleability and cutting tests

16. Just to test your imagination, name 2 merchandising methods NOT mentioned in the text — from the hindquarter.

The text speaks of the meat cutter (operator-manager) becoming sensitive to market changes. Beccming aware of these market changes will assist is maintaining a profitable business. Name five market changes discussed.

17.

18.

19.

20.

21.

KEY CHAPTER VIII

BEEF HINDQUARTER: CUTTING AND MERCHANDISING FOR RETAIL

1. 48%
2. inside
3. outside
4. knuckle
5. loin round
6. sirloin butt and the short loin
7. Pricing structure is based on a set of yields determined by cutting methods set down by company policy.
8. For continuity of product between stores within the same organization.
9. If company policy is to see that the customer gets full value for the dollar, you can't try to make an extra dollar by lowering the standards set by your company.
10. sirloin steak — T-bone steak — porterhouse steak — New York strip steak — top sirloin steak (or roast) — beef tenderloin steak — beef tenderloin roast
11. D. large cut A. smaller piece
12. A. heavy C. light
13. C. top round E. eye of the round F. bottom round
14. C. bottom
15. D. saleability and cutting tests
16. ___?___ must be graded individually (do not deduct points for this question; use as "extra credit")
17. seasonal changes

18. local economic conditions

19. population shifts

20. changes in competition

21. availability and price of product

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TEST CHAPTER IX

BOXED BEEF

Fill in the correct answers to the following statements or questions:

1. Of all the complaints registered on boxed beef, there are three that stand out as being blamed for poor case life and lack of appearance. They are: (give a short definition of each).

   (A)

   (B)

   (C)

2. There are two important advantages to the meat packer which are the "prime movers" in changing the industry from carcass cattle to boxed beef. They are:

   (A)

   (B)

3. The spread of bacteria through foods may be prevented by five basic methods. (Methods of food preservation)

   (A)

   (B)

   (C)

   (D)

   (E)

Mark the following statements "True" or "False". If "False", write in the correct answer.

4. The most important single item in the whole store in building customer confidence is beef tenderloin steaks.

   _____ True _____ False

5. Carcass beef, when properly handled, will give you significantly longer case life than boxed beef.

_____ True _____ False

6. Perhaps the most important single advantage to boxed beef is in the area of sanitation.

_____ True _____ False

Multiple Choice. Fill in the correct word or phrase from the choices listed:

7. Carcass beef will easily shrink ________________ in weight between the time it is received and the time it is sold.

(A) ½ to 1 percent (B) 3 to 4 percent (C) 1 to 2 percent
(D) 5 to 6 percent

8. Boxed beef, when properly handled, will shrink ________________ in weight between the time it is received and the time it is sold.

(A) ½ to 1 percent (B) 3 to 4 percent (C) 1 to 2 percent
(D) 5 to 6 percent

9. Juices will always flow from meat when it is kept for any length of time at temperatures much above ________________.

(A) 10 to 12 degrees C. (B) 36 to 38 degrees F. (C) 26 to 28 degrees F
(D) 30 to 32 degrees F.

10. Boxed beef refers to the practice of breaking all beef at the packing plant in which it was slaughtered. This means not only breaking down into primal cuts, but ________________ as well.

(A) wholesale cuts (B) retail cuts (C) special cuts
(D) sub-primal cuts

11. In preparing boxed beef, the cuts are placed in a ________________ bag.

(A) vapor (B) water (C) vacuum (D) paper

12. Most forms of bacteria are destroyed by a temperature of ________________.

(A) 212 degrees F. (B) 140 degrees F. (C) 500 degrees F.

(D) 190 degrees F.

13. Poor grades of meat ________________ faster under any given conditions than the better grades.

(A) cook (B) sell (C) discolor (D) age

14. The major problem that must be overcome when converting to boxed beef is resistance from ________________.

(A) meat cutters (B) the customer (C) the competition

(D) the unions

Some of the terms or phrases listed below are attributes of boxed beef, some are not. Choose the terms or phrases that are and write them in:

15. ________________

16. ________________

17. ________________

18. ________________

19. ________________

20. ________________

(A) truer grading
(B) less work in receiving
(C) more yield grades
(D) more uniform marbling
(E) safer handling
(F) better sanitation
(G) minimized breeding
(H) higher prices
(I) less trim on aged beef
(J) more accurate inventories
(K) more ad items
(L) lower equipment costs

KEY CHAPTER IX

BOXED BEEF

1. (A) Odor - when the bag is just opened
   (B) Leakers - bags with air leaks
   (C) Purge - juices that accumulate in the bag

2. (A) Lower distribution costs
   (B) Higher by-product credits

3. (A) Refrigeration
   (B) Drying
   (C) Use of high temperatures
   (D) Sterilization and exclusion of oxygen
   (E) Curing

4. False. Ground Beef

5. False. Boxed beef will give a longer case life than carcass beef.

6. True

7. B. 3 to 4 percent

8. A. ½ to 1 percent

9. D. 30-32 degrees F.

10. D. sub-primal cuts

11. C. vacuum

12. A. 212 degrees F.

13. C. discolor

14. A. meat cutters

15. B. less work in receiving

16. E. safer handling

17. F. better sanitation

18. I. less trim on aged beef

19. J. more accurate inventories

20. L. lower equipment costs

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TEST CHAPTER X

GRINDING AND CUTTING ROOM PROCEDURES

Fill in the correct word or phrase to correctly complete the following statements:

1. From the retailer's point of view, two things are necessary to achieve a successful ground meat program. They are: (a) ____________________ ______________ and (b) __________________________________.

2. There are four main areas that a sound ground meat program will benefit. They are:

   (a)

   (b)

   (c)

   (d)

3. Give two benefits of grinding beef twice.

   (a)

   (b)

4. The three basic necessities for producing a quality ground meat are:

   (a)

   (b)

   (c)

5. The maximum fat content allowed by the State of Minnesota in the three basic types of ground beef sold are:

(a) regular ground beef ________ %

(b) lean ground beef ________ %

(c) extra lean ground beef ________ %

The following statements should be marked True or False. If false, write in the correct answer.

6. It is recommended that ground beef never be re-ground.

________ true ________ false

7. Ground beef that has been re-ground will have a much longer case life.

________ true ________ false

8. When ground beef is re-ground, the bloom is affected adversely.

________ true ________ false

9. The patty machine is, in reality, only of marginal value in a ground meat merchandising program.

________ true ________ false

There are five main advantages of ground beef in a boxed beef program over ground beef in a carcass beef program. Choose the five advantages from the choices provided below:

10. A.

B.

C.

D.

E.

1. better price
2. brighter bloom
3. better yield factor
4. consistent fat ratios
5. sanitation
6. variety
7. saves time
8. more saleable fat
9. cartilege factor
10. consistent flavor

11. Gross profit is always expressed as a percentage of ________.

    (a) sales (b) tonage (c) net price (d) cost

12. The most common cause of cutting a low gross is ________________.

    (a) tardiness (b) careless knife work
    (c) high cost (d) absenteeism

Careless knife work causes the operation to lose in 3 ways. They are:

13.

14.

15.

List two major causes of careless knife work:

16.

17.

18. Both of these causes of careless knife work are associated with the meat cutter's ________________.

    (a) friends (b) union (c) seniority (d) attitude

19. Poor knife work will create excess ________________.

    (a) labor (b) trimmings (c) profits (d) shrinkage

20. A meat cutter must be aware and be careful not to fall into poor ________________.

    (a) gossip patterns (b) health factors
    (c) work habits (d) gross profits

KEY CHAPTER X

GRINDING AND CUTTING ROOM PROCEDURES

1. A. strong merchandising program
   B. strict quality control standards

2. A. encourage customer loyalty
   B. attract new customers
   C. keep trimmings moving
   D. contributions to gross profit

3. A. a better mix of fat and lean
   B. to improve appearance

4. A. fresh trimmings
   B. refrigeration
   C. sanitation

5. A. regular ground beef 30%
   B. lean ground beef 22%
   C. extra lean ground beef 16%

6. true

7. false; it will have a much shorter case life

8. true

9. false; it is a very significant merchandising tool

10. A. (2) brighter bloom
    B. (4) consistent fat ratios
    C. (5) sanitation
    D. (7) saves time
    E. (10) consistent flavor

11. A. sales

12. B. careless knife work

13. You wind up with more trimmings than is necessary.

14. Saleable meat that is unnecessarily trimmed off retail cuts - thus lowering gross profit on retail cuts.

15. Poor sorting of trimmings - too much stew and cube steak material lost.

16. Idle talk

17. Job pressure

18. D. attitude

19. B. trimmings

20. C. work habits

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TEST CHAPTER XI

VARIETY MEATS AND SPECIALTY CUTS

Multiple choice. Choose the word or phrase to correctly complete the following statements

1. Variety meats have a high degree of __________________.

   (A) temperature (B) perishability (C) moisture (D) appeal

2. Variety meats can be divided into two categories: ________________ and __________________.

   (A) fresh and frozen
   (B) beef and pork
   (C) external and internal
   (D) expensive and inexpensive

3. The slightly bitter taste in pork liver can be removed by pouring __________________ __________________ over it before frying.

   (A) buttermilk
   (B) scalding water
   (C) cream sauce
   (D) brown gravy

Match the following meats with the correct cooking method:

4.	_________ pork liver	A. pan fry or braise
5.	_________ calves liver	B. broil or pan fry
6.	_________ beef liver	C. saute
		D. braise

List five possible causes for dark cube steaks:

7.

8.

9.

10.

11.

Name three reasons for the high popularity of rolled roasts:

12.

13.

14.

Name three cutting room practices that contribute to excessive seepage in rolled roasts:

15.

16.

17.

True or False. If the statement is false, provide the correct answer:

18. A porketta is made from two pieces of the center cut rib portion of the pork loin, as stated in the text.

_________ true _________ false

19. An under blade steak is made from the first blade cut chuck roast.

_________ true _________ false

20. Fondue and kabob meat can really be made from any cut of meat, as long as it is lean.

_________ true _________ false

KEY CHAPTER XI

VARIETY MEATS AND SPECIALTY CUTS

1. B. perishability
2. C. external and internal
3. B. scalding water
4. D. braise
5. B. broil or pan fry
6. A. pan fry or braise
7. bacteria from dirty tenderizing machine
8. dark edges not trimmed off cube steak material
9. poor refrigeration practices
10. hook holes from hanging in the cooler
11. using dark cuts or "pull backs" for cube steaks
12. convenience
13. more servings per pound
14. eye appeal
15. lying in cutting too long out of refrigeration
16. rolling too tightly
17. cutting too soon after rolling
18. false; crown roast
19. true
20. false; fondue or kabob meat must be tender

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TEST CHAPTER XII

PORK: CUTTING AND MERCHANDISING FOR RETAIL

Answer the following questions true or false. If the answer is false, provide the correct answer.

1. Pork is federally graded the same as beef.

_________ true _________ false

2. There are four primal cuts of pork. They are the loin, ham, shoulder and belly.

_________ true _________ false

The breakdown of pork by sex and sex condition is as follows:

3.

4.

5.

6.

7.

List three retail cuts made from the rib end of the pork loin:

8.

9.

10.

List five retail cuts made from the loin end of the pork loin:

11.

12.

13.

14.

15.

16. A water-added ham may, by law, have up to _____ % water added in the form of brine for curing the ham.

A. 7% B. 10% C. 15% D. 18%

17. Pork should always be eaten well done because of the _______________

germ that is present in some pork.

(A) botulism (B) undulent fever
(C) trichinosis (D) anthrax

18. The aitch bone is located in the _______________ portion of the ham.

19. The pork shoulder consists of two separate cuts. They are:

a.

b.

20. List three products derived from the pork belly:

a.

b.

c.

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KEY CHAPTER XII

PORK: CUTTING AND MERCHANDISING FOR RETAIL

1. False; U.S. No. 1, U.S. No. 2, U.S. No. 3, and U.S. No. 4
2. True
3. barrow
4. gilt
5. sow
6. stag
7. boar
8. country-style ribs
9. rib end pork roast
10. blade cut pork chops
11. loin end roast
12. pre-carved or semi-boneless roast
13. sirloin chops
14. boneless sirloin chops
15. boneless sirloin roast — plus porketta
16. B. 10%
17. C. trichinosis
18. butt portion
19. picnic and boston butt
20. bacon, salt pork, side pork

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TEST CHAPTER XIII

LAMB: CUTTING AND MERCHANDISING FOR RETAIL

1. Genuine spring lamb is under ____________________ of age.

(A) 6 months
(B) 8 months
(C) two years
(D) one year

2. ____________________ is the term used to describe the carcass of a mature sheep.

(A) buck
(B) ram
(C) mutton
(D) stag
(E) ewe

3. The parchment-like skin or covering on the surface of the meat is known as ____________________.

(A) hide
(B) saratoga skin
(C) lumbar fat
(D) anterior skin
(E) fell

4. List the four grades of lamb:

____

____

____

____

5. Name the two main divisions of a lamb carcass:

____

____

6. Why is mutton much less desirable than lamb?

Match the Following Retail Cuts with the Appropriate Cooking Methods:

7. _______ Lamb loin or rib chops (1" or more)
8. _______ Leg of lamb
9. _______ Lamb shoulder chops
10. _______ Lamb shanks
11. _______ Lamb shoulder roast

A. Broil
B. Braise
C. Saute
D. Stir-fry
E. Roast
F. Pan-fry

12. What is meant by the term "French" chops?

13. The lamb legs yield about _______ % of the carcass.

(A) 25
(B) 33
(C) 40
(D) 50

14. What is the most common thickness for cutting loin or rib chops for broiling?

(A) 1-1½ inches
(B) 3/4 inch
(C) ½ - 3/4 inch
(D) 1½ - 2 inches

Circle the Correct Answer:

15. Lamb stew is usually merchandised bone in out

16. The foresaddle and hindsaddle of lamb are separated between the ________________ ribs.

(A) 5th and 6th
(B) 12th and 13th
(C) 3rd and 4th
(D) 11th and 12th

True or False. If false, write in the correct answer:

17. A crown roast of lamb is made from the lamb loin.

__________ true __________ false

18. The hindsaddle of lamb consists of the legs and the rack.

__________ true __________ false

19. The foresaddle of lamb consists of the loin and the shoulder.

__________ true __________ false

20. If the lamb loin and the rack are left joined when breaking, this cut is called a drop-hip.

__________ true __________ false

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KEY CHAPTER XIII

Lamb: Cutting and Merchandising for Retail

1. D. one year

2. C. mutton

3. E. fell

4. U.S.D.A. Prime, U.S.D.A. Choice, U.S.D.A. Good, and Culls.

5. Hindsaddle; Foresaddle

6. The flavor is very strong in mutton and is not popular with the general public.

7. A. broil

8. E. roast

9. A; B; F broil; braise; panfry

10. B. braise

11. B; E braise or roast

12. French chops are cut the same as regular lamb rib chops except that the meat and fat are trimmed away from the rib bone so the bone is exposed and bare about an inch or so down from the tail of the chop. After broiling, a chop holder is added for appearance when serving.

13. 33%

14. A. 1-1½ inches

15. bone - in

16. B. 12th and 13th

17. F. lamb rack

18. F. legs and loin

19. F. rib and shoulder

20. F. lamb back or saddle of lamb

TEST CHAPTER XIV

VEAL: CUTTING AND MERCHANDISING FOR RETAIL

Name the two primal cuts from a veal hindquarter:

1.

2.

Name the four primal cuts from a veal forequarter:

3.

4.

5.

6.

7. Veal dishes, generally, may be prepared successfully by any cooking method except ____________________.

For pre-cut veal steaks and cutlets produced under Federal inspection, special labeling definitions are applied:

8. ____________________ may be so labeled if made from hindquarter cuts.

9. ____________________ may be so labeled if made from forequarter cuts.

10. Why is it a good idea to partially freeze the veal chuck before cutting?

11. What two cuts, when combined, make up the veal long leg?

12. Veal calves, when slaughtered, will range in age from _______ to _______ months.

13. Calf, or "Junior Beef", when slaughtered, will range in age from _______ to _______ months.

14. When veal is broken into _________________, the two forequarters or hindquarters are left joined at the _________________.

15. Most often, _________________ ribs will be left on the hind saddle when veal is broken.

16. Most veal slaughtered in the midwest finds its way to the _____________ _____________ market.

True or False. If False, write in the correct answer:

17. The kidney may be cut along with the loin to provide veal kidney chops.

_______ true _______ false

18. All cuts of veal used for steaks and chops are interchangeable as far as cooking methods are concerned.

_______ true _______ false

19. Calf or "Junior Beef" has some of the qualities of veal and some of the qualities of beef. It is the poorest of each.

_______ true _______ false

20. Veal shanks are in demand for making certain specialty sausage items because of the endoflavin that they contain.

_______ true _______ false

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KEY CHAPTER XIV

VEAL: CUTTING AND MERCHANDISING FOR RETAIL

1. Long Leg
2. Drop Short Loin
3. Breast
4. Rack
5. Shank
6. Square Cut Chuck
7. Broiling
8. Cutlets
9. Steaks
10. Partial freezing firms up the chuck so it becomes much easier to cut. The veal chuck is quite "sloppy" and harder to cut otherwise.
11. Veal round and sirloin butt
12. 3 to 6 months
13. 6 to 18 months
14. saddles   backbone
15. two
16. east coast
17. true
18. true
19. true
20. false; gelatin

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TEST CHAPTER XV

POULTRY - CUTTING AND MERCHANDISING FOR RETAIL

Multiple Choice: Choose the correct word or phrase from the choices listed to correctly complete the statement:

1. In all poultry, the meat tends to become fibrous and less tender when the poultry is older than ____________________ ____________________.

   (A) 13 weeks
   (B) 6 months
   (C) one year
   (D) 36 weeks

2. "Quick freezing" of poultry is done between the temperature of ____________________.

   (A) 0° to -10°F.
   (B) -22° to -50°F.
   (C) -10° to -20°F.
   (D) -18° to -25°F.

3. Under Federal law, inspection for wholesomeness is ____________________.

   (A) required
   (B) voluntary

4. Under Federal law, grading of poultry is ____________________.

   (A) required
   (B) voluntary

Answer the following questions in your own words:

5. What is the principle behind "quick-freezing"?

6. Chickens are normally graded into three grades. They are:

Describe the physical characteristics of the grades that you listed in question six.

7.

8.

9.

From the choices listed, choose the correct terms:

The terms describing the two physical conditions of poultry when marketed with or without the viscera intact are:

10.

11.

A. Boston Style
B. Eviscerated
C. Chicago Style
D. New York Dressed
E. Circumvented

12. Define your choice for question 10.

13. Define your choice for question 11.

Name the six classes of chickens:

14.

15.

16.

17.

18.

19.

20. If you were in doubt about the tenderness of a chicken, what part of the chicken would you check to learn the relative age and tenderness of the bird?

KEY CHAPTER XV

POULTRY: CUTTING AND MERCHANDISING FOR RETAIL

1. C. one year

2. B. -22°F. to -50°F.

3. A. required

4. B. voluntary

5. Quick-freezing cools the flesh so rapidly that the growth of cell damaging ice crystals is prevented. As a result, when the poultry is thawed, it more nearly resembles the texture, flavor and appearance of freshly killed poultry.

6. A, B and C grades

7. Grade A chicken is full-fleshed and meaty with a good layer of fat and a broad full breast.

8. Grade B chicken has slightly less meatiness and fat than the Grade A and may have minor tears and bruises and a few scattered pin feathers.

9. Grade C chickens are poorly fleshed and poorly covered with fat. The skin is torn, cut or bruised and the bones are crooked or broken.

10. B. Eviscerated

11. D. New York Dressed

12. Eviscerated means the poultry has all the intestines, crop and feet removed.

13. New York Dressed means the poultry has the intestines, crop and feet intact.

14. Fryer or broiler

15. Roaster

16. Capon

17. Stag

18. Hen, stewing hen or fowl

19. Cock

20. The breast bone. The more cartilage, the younger and more tender the bird.

TEST CHAPTER XVI

MERCHANDISING HOMEMADE SAUSAGE

According to the text, homemade sausage is one of the best tools for doing what? Name two areas that will be helped.

1.

2.

Sausage is sold in two basic forms. They are:

3.

4.

There are three kinds of natural casings. They are:

5.

6.

7.

There are two basic types of sausage. They are:

8.

9.

Name four methods of promoting your homemade sausage products.

10.

11.

12.

13.

What kind of advertising is said to be the very best?

14.

Multiple choice. Choose the correct word or phrase to complete the statement.

15. The key to success in making sausage is maintaining low ________________.

(A) calories (B) enzymes
(C) temperatures (D) prices

16. Warm trimmings will cause a ________________ condition in the sausage.

(A) tepid (B) gassy
(C) profitable (D) rank

17. Natural casings, when received, are packed in ________________.

(A) salt (B) ice
(C) wax (D) sawdust

The extent to which any operation is committed to a homemade sausage program depends upon three basic factors. Name these factors:

18.

19.

20.

KEY CHAPTER XVI

Merchandising Homemade Sausage

1. To build strong gross profits
2. To build customer loyalty
3. Bulk
4. Stuffed
5. Hog casings
6. Sheep casings
7. Beef casings
8. Fresh sausage
9. Smoked sausage
10. Point of sale material
11. Prominent displays
12. Products featured in weekly "ads"
13. In-store demonstrations
14. Word-of-mouth advertising
15. C. temperatures
16. B. gassy
17. A. salt
18. The amount of time and labor that management is willing to put forth.
19. The amount of gross profit projected to be gained.
20. The degree of competitive edge to be attained.

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TEST CHAPTER XVII

Seafood

1. Species of fish can be broken down into two basic categories:

   ________________ and ________________.

   (A) light and dark
   (B) fat and lean
   (C) fins and scales
   (D) gills and dorsels

2. When compared with red meat, fish is comparatively low in calories.

   True _____ False _______

List the five basic cooking methods for fish:

3.

4.

5.

6.

7.

8. Fish and shellfish contain generous amounts of ____________ ____________ that are needed to construct and maintain body tissue.

   (A) high cholesterol
   (B) low fats
   (C) lean carbohydrates
   (D) amino acids

9. Fish proteins are especially good for children and older people because they are from ________ to ________% digestable.

   (A) 85 to 95%
   (B) 95 to 100%
   (C) 65 to 75%
   (D) 50 to 60%

10. The salt content of fish, even salt water fish, is relatively low and can be freely used in low sodium diets.

True ________ False ________

Match the Following:

11. __________ indicates freshness
12. __________ fish, when raw
13. __________ indicates dehydration
14. __________ fish, when cooked

A. Opaque
B. A whitish surface
C. Scales are dull
D. Slimy surface
E. Transluscent
F. Reddish colored gills

15. Fish is done when the internal temperature reaches __________ degrees.

16. If you are cooking frozen fish, you should ______________ the time allowed for fresh fish.

(A) triple
(B) half
(C) double
(D) use

Circle the Correct Answer:

17. DO DO NOT rinse fish under cold running water.

18. What is the rule of thumb suggested by the Canadian Dept. of Fisheries for cooking time, based on thickness of the fish?

19. A fish considered to be fat will have at least _________% of fat content.

(A) 15%
(B) 8.7%
(C) 10%
(D) 5%

20. Fresh water fish and saltwater fish will have about the same salt content.

True ________ False ________

KEY CHAPTER XVII

Seafood

1. B. fat and lean
2. T
3. Pan fry
4. Bake
5. Broil
6. Poach
7. Deep fry
8. D. amino acids
9. A. 85 to 95%
10. T
11. F. reddish colored gills
12. E. transluscent
13. B. a whitish surface
14. A. opaque
15. 140 degrees
16. C. double
17. DO NOT
18. Allow 10 minutes of cooking time per 1 inch of thickness
19. D. 5%
20. True

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TEST CHAPTER XVIII

FROZEN FOODS

1. The primary reason for the proliferation of frozen products is the

2. When receiving frozen foods, any damaged goods or shortages should be taken care of when?

3. All items in the walk-in freezer not stored on shelves should be placed on

4. The rotation system that should be used is

5. What is meant by the "crutch syndrome" as applied to the walk-in freezer?

6. How is locker paper different from regular butcher wrap?

7. The greatest threat to maintaining the quality of freezer meats is

8. The best technique for a tightly wrapped freezer meat package is the

9. Freezer meat should be ____________________ wrapped.

10. The ideal walk-in freezer should have some special shelving designed for ________________ ________________ of fresh meat.

11. No matter how effective a system is used to operate the walk-in freezer efficiently, the end result is measured in ________________ and ________________.

True or False. If false, provide the correct answer.

12. Code dating of frozen foods is normally not used.

True _______ False _______

13. When weighing and pricing turkeys, deduction of tare weights isn't necessary.

True _______ False _______

14. Through strict inventory control and rotation, most frozen food problems of freezer burn and damaged goods can be eliminated.

True _______ False _______

Three main areas of concern in operating the walk-in freezer are:

15.

16.

17.

18. Frozen turkeys should be handled with care to avoid damaged packaging, which will result in ________________ ________________.

19. Every effort should be made to keep the displays ________________.

20. In order to achieve maximum sales of frozen foods, much depends on the operator's ability to successfully ________________ these products.

KEY CHAPTER XVIII

FROZEN FOODS

1. Consumer's acceptance of convenience foods
2. Immediately
3. Pallets
4. F.I.F.O. First In, First Out
5. The walk-in freezer becomes a place to store "problems", such as damaged merchandise and over-stock. It becomes a convenient way to postpone the solution to these problems.
6. Locker paper is coated on one side with a wax or plastic coating.
7. Freezer burn
8. Corner to corner method
9. Double
10. Quick freezing
11. Sales and profits
12. True
13. False. Tare weights must be deducted.
14. True
15. Receiving procedures
16. Storage procedures
17. Rotation procedures
18. Freezer burn
19. Full
20. Merchandise

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TEST CHAPTER XIX

SALESMANSHIP

List the four Consumer Rights as related in the text:

1.

2.

3.

4.

Multiple Choice. Complete the statement by filling in the blanks with the correct word or phrase from the choices provided:

5. Questions asked by the customers should be looked upon as ______________.

(A) more work
(B) sales keys
(C) interruptions
(D) idiotic

6. The counter person must give the customer the image of ______________ and ______________.

(A) eager and willing
(B) friendly and quick
(C) confidence and knowledge
(D) none of the above

7. When confronted by an undecided customer, a few questions will help to ______________ the customer.

(A) irritate
(B) sooth
(C) confuse
(D) qualify

8. The customer's problems are the meat person's ____________.

(A) problems
(B) opportunities
(C) headaches
(D) orders

Match the following terms and definitions:

9. ________ merchandising
10. ________ imagination
11. ________ our main business really is
12. ________ gives you an edge over the competition
13. ________ a positive attitude is

A. making money
B. key to successful merchandising
C. a brother-in-law at the wholesalers
D. essential to your success
E. the people business
F. to promote the sale of
G. imagination in merchandising techniques

14. Why isn't a side or quarter of beef suited to everyone?

15. How do you qualify the customer for a quarter or side of beef?

True or False. If false, provide the correct answer.

16. Convenience is one major factor in having a home freezer.

True ________ False ________

17. Bait and Switch refers to a method for acquiring seafood.

True ________ False ________

18. For most people, 14 days is sufficient for aging beef.

True _______ False _______

19. Double wrapping freezer meat will protect against shrinkage.

True _______ False _______

20. The approximate amount of ground beef that you will get from a hind quarter is 25-30 lbs.

True _______ False _______

KEY CHAPTER XIX

SALESMANSHIP

1. The right to be informed.
2. The right to be safe.
3. The right to choose.
4. The right to be heard.
5. B. sales keys
6. C. confidence and knowledge
7. D. qualify
8. B. opportunities
9. F. to promote the sale of
10. B. key to successful merchandising
11. E. the people business
12. G. imagination in merchandising techniques
13. D. essential to your success
14. Everyone can't utilize all the cuts in a quarter or side of beef.
15. By conducting a short interview to find out the customer's needs and wants.
16. True
17. False; a questionable sales tactic
18. True
19. False; freezer burn
20. True

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TEST CHAPTER XX

SERVICE CASE OPERATION

1. It is inadvisable to use a pressure gun or high pressure hose to clean the show case glass because ________.

(A) It doesn't do a good job
(B) It is much too slow and inefficient.
(C) It is against state health rules
(D) It could break the seal in the glass.

2. Price tags should be soaked in a solution of bleach and ________ water.

(A) hot
(B) cool
(C) distilled
(D) soft
(E) hard

3. An ammonia solution is not a very good grease cutter.

True ________ False ________

4. To prevent rust, a thin film of oil on the metal racks should be used.

True ________ False ________

5. If the case is cleaned during the work day, allow it to ____________ ____________ before filling it with meat.

6. Steak paper is a special type of paper designed to prevent fresh meat from ________________.

7. Never place two meat surfaces together without ________________ ________________ between them.

8. How often should the service case be repapered?

(A) every other day
(B) every day
(C) twice a day
(D) none of these

Match the Items Below:

9. _________ A. Unattractive cuts of meat should be

10. _________ B. Gross profit suffers if meat is too often

11. _________ C. Every day the service case should be

1. Reduced in price
2. Re-papered
3. Retrimmed or converted
4. Torn down and cleaned

12. If the counter person knows how to _______________, conversion of dark cuts will be held to an absolute minimum.

(A) cut meat
(B) take orders
(C) sell
(D) none of these

13. _________________ does not need to be papered.

(A) smoked meats
(B) pork
(C) beef
(D) lamb
(E) poultry
(F) veal

14. Keep your displays large - especially during the slower times of the week.

True _________ False _________

15. Why should you, as a meat cutter, learn the skills needed in both job areas - production meat cutter and counter person?

KEY CHAPTER XX

SERVICE CASE OPERATION

1. D. It could break the seal in the glass.
2. B. Cool
3. False
4. True
5. Cool down.
6. Discoloring
7. Steak paper
8. B. Every day
9. 3
10. 1
11. 2
12. C. sell
13. E. poultry
14. False
15. To become a more valuable employee and to take another positive step to diversify and further your career.

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TEST CHAPTER XXI

SELF-SERVICE CASE OPERATION

1. What was the innovation that transformed the retail meat industry?

Name two reasons why customers resisted the new innovation:

2.

3.

Give two reasons why customers gradually accepted the new innovation:

4.

5.

What is a major problem with self-service meat operations?

6.

7. The customer will shop where ________________ and ________________ can be depended upon.

Self-Service depends upon four major merchandising tools. They are:

8.

9.

10.

11.

Name three basic methods of case layout.

12.

13.

14.

Give two basic methods of displaying meat packages:

15.

16.

17. What is meant by P.O.S.?

18. ________________ is the ultimate tool in self-service meat sales.

19. What is the danger of over-using price reductions?

20. What happens when ice builds up in the coils?

KEY CHAPTER XXI

SELF-SERVICE CASE OPERATION

1. Self-service
2. They didn't like packaged meat
3. They didn't like the lack of service
4. Lower pricing
5. Faster shopping
6. Not maintaining fresh products in the case at all times
7. Freshness and quality
8. Attractive packaging
9. Attractive displays
10. Point of sale materials
11. Price
12. By species
13. By cooking methods
14. A combination of species and cooking methods
15. Flat displays
16. Shingled displays
17. Point of sales
18. Price
19. Soon, customers will wait for the specials and they won't buy at regular prices.
20. The case will not refrigerate properly.

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TEST CHAPTER XXII

CONVERSION OF OUT OF CODE FRESH MEAT PRODUCTS

1. What is meant by "code dating"?

2. What is meant by the term "pull date"?

3. The normal case life for "red meat" is _________ days.

(A) 3	(B) 4
(C) 7	(D) 8

List 5 reasons why meat products are not sold during the normal case life:

4.

5.

6.

7.

8.

9. When the converted product is wrapped, it should be code dated for

_________ days case life.

(A) 2 (B) 4
(C) 6 (D) 8

10. When should converted items be displayed?

List 2 ways of merchandising pull-back trimmings without adding them to your regular ground beef:

11.

12.

13. According to the text, give a suggestion for merchandising your better steaks that are pulled back.

List three basic items used in converting pork cuts:

14.

15.

336

16.

17. Pork trimmings are usually converted to _____________ _____________.

18. The whole problem of converting pull-backs begins with the daily

_________________ _________________.

19. Three vegetables commonly used for garnishing pull-back items are:

_________________, _____________________, and _________________.

20. The first step in preventing pullbacks is to control the _________________ of meat cut everyday.

(A) age (B) quality
(C) kind (D) amount

KEY CHAPTER XXII

CONVERSION OF OUT OF CODE FRESH MEAT PRODUCTS

1. Code dating is the system used to mark the retail packages in the meat case so that we know when each package has reached its pull date.

2. The term "pull date" is the date marked on a retail package that tells the date that the package should be removed from the case.

3. B. 4 days

4. Cutting too heavily

5. Prices too high

6. Poor meat cutting

7. Improper packaging

8. Poor display techniques

9. A. 2 days

10. Immediately

11. Family-pak ground beef at a reduced price.

12. Make patties and sell them frozen.

13. Re-wrap them, freeze them, and sell in freezer boxes at a discount from regular case price.

14. Corn flake crumbs

15. Marinade

16. Barbecue sauce

17. Pork sausage

18. Cutting list

19. Onion — green peppers — mushrooms

20. D. amount

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TEST CHAPTER XXIII

PRICING MEATS

1. A good business man knows that the profit margins permitted are

   readily controlled by ________________ and ________________.

   (A) advertising and expenses (B) customers and competition
   (C) labor and fringe benefits (D) unions and government

2. Why will yields vary on beef cutting tests taken at different times of the year?

   (A) depends on the breeds available (B) fewer cattle available for market
   (C) more heifers than steers are sold (D) the finish can vary from one season to another

Below are listed some do's and don't's for taking cutting tests. Circle the correct answer on each one:

3. DO DON'T have regular cutters take your cutting tests.

4. DO DON'T cut differently than your normal methods.

5. DO DON'T hand pick a good yielding cut to test.

6. DO DON'T trim the same as you usually do.

The following four questions are true/false. If the answer is false, write in the correct answer.

7. Increasing, or padding, your inventory figures will tend to raise your gross.

   True _______ False _______

8. Trimming your inventory will decrease your gross.

   True _______ False _______

9. Today, most stores use the percentage method to measure gross profit.

True _______ False _______

10. Allocating overhead means dividing expenses between departments.

True _______ False _______

Match the Term With the Correct Definition:

11.	_________	Gross Profit	A.	Cents per lb. needed from each lb. of meat sold.
12.	_________	Net Profit	B.	Ratio of each product group to the whole amount of product sold
13.	_________	Cut Out	C.	Distributing of expenses between more than one department
14.	_________	Product Mix	D.	Dollar amount left after the product is paid for
15.	_________	Product Groups	E.	Non-fluctuating expenses
			F.	Sorting of products into categories
16.	_________	Allocation of Expenses	G.	Dollar amount left after all bills are paid.

17. The method used to express gross profit as a percentage of sales is known as the _________________ method.

(A) percentage
(B) cents per lb.
(C) direct costing
(D) computerized

18. "Cents per pound" is another method of expressing _________________ _________________.

(A) net profit
(B) cut outs
(C) gross profit
(D) product mix

19. The "percentage method" is based on ________________.

(A) gross profit
(B) net profit
(C) tonnage
(D) sales

20. The "cents per lb. method" is based on ________________.

(A) gross profit
(B) net profit
(C) tonnage
(D) sales

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KEY CHAPTER XXIII

PRICING MEATS

1. B. customers and competition
2. D. The finish can vary from one season to another (amount and distribution of fat)
3. Do
4. Don't
5. Don't
6. Do
7. True
8. True
9. True
10. True
11. D. Dollar amount left after the product is paid for.
12. G. Dollar amount left after all bills are paid.
13. A. Cents per lb. needed from each lb. of meat sold.
14. B. Ratio of each product group to the whole amount of product sold.
15. F. Sorting of products into categories.
16. C. Distributing of expenses between more than one department.
17. A. Percentage
18. C. Gross profit.
19. D. Sales
20. C. Tonnage

TEST CHAPTER XXIV

COMMERCIAL BRIBERY

The profile of a thief generally reveals four common characteristics. They are:

1.

2.

3.

4.

5. If you are receiving a kickback, you are in reality taking a bribe to to business with the person giving you the kickback.

True ________ False ________

Four key methods of working a kickback scheme are:

6.

7.

8.

9.

There are three areas of business that are hurt by kickbacks. They are:

10.

11.

12.

13. A more responsible, intelligent management ________________ would inhibit, reduce and possibly eliminate kickbacks within any given organization.

(A) system
(B) report
(C) team
(D) attitude

14. If management receives few complaints, it can be assumed that the operation is satisfactory.

True ______ False ______

15. ________________ management is, in reality, issuing a "license to steal".

(A) indifferent
(B) aggressive
(C) timid
(D) different

Four general areas in which management can work to control kickbacks situations with regard to employee relations are:

16.

17.

18.

19.

20. Management will achieve a degree of success in dealing with kickback situations if it starts a program of systematic doubts. Explain in your own words what this means.

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KEY CHAPTER XXIV

COMMERCIAL BRIBERY

1. Dislikes change
2. Has some special needs
3. Highly skilled
4. Has overcome conscience
5. True
6. Overcharging
7. Quality substitution
8. Short weight
9. Improper trim
10. Good suppliers are eliminated
11. Customers are victimized
12. Employees morale is hurt
13. D. attitude
14. False
15. A. indifferent
16. Pay fair wages
17. Pre-hiring checks
18. Establish good working conditions
19. Communicate
20. Management should look at and question all procedures used, personal motivation of employees in position to be tempted.